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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, Governance leads, develops strategies and provides expert advice to enable the Agency to meet the highest standards in governance, risk management, probity and legal/statutory processes.

Key accountabilities

* Develop, implement, manage and maintain the Agency’s governance strategy and policy, and monitor and report on performance and compliance to enable the Agency to deliver its objectives within legal/statutory, public service and ethical obligations
* Develop and deliver a robust governance program, consulting and influencing internal and external stakeholders to better understand the impact of Government policy and priorities on governance and to create engagement that supports implementation and continuous improvement
* Provide executive support and leadership to internal governance committees, establishing robust decision-making principles and processes to ensure the delivery of organisation policy and/or service delivery objectives are underpinned by appropriate standards of integrity and assurance
* Engage with the Executive and program/service delivery and operational leadership to ensure that governance policy and process review and implementation is effectively informed and responds to feedback related to practical operational implementation
* Lead and oversee governance staff and resources and prioritise governance activities to better manage and minimise risks and support the strategic objectives of the Agency

Key challenges

* Anticipating, responding to and mitigating issues which are likely to impede effective implementation of governance policies, particularly where implementation is controlled by other agencies within the Cluster or across the public sector
* Managing the tension between the need to follow sound governance practices with the need to act/react promptly in a complex political environment

Key relationships

| Who |  Why |
| --- | --- |
| **Internal** |  |
| Manager | * Provide expert advice, make recommendations on governance matters, to influence organisational decisions and initiatives
 |
| Executive | * Provide expert governance advice and influence decision making, create buy-in, share accountability and resolve conflicts
* Participate in the formulation of governance strategies and solutions, and information sharing
 |
| Direct Reports | * Lead, guide and support
* Set performance expectations, manage performance and development
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| **External** |  |
| Other NSW Government Agencies | * Establish professional networks and relationships to maintain currency, share ideas and learnings, and collaborate on common responses to emerging and/or developing issues
 |
| NSW Public Sector Values Group (PSC) | * To align frameworks and implementation of ethical standards with sector directions and requirements
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| Vendors/Service Providers and Consultants | * Negotiate and approve contracts or service level agreements with external providers (e.g. risk management consultants, commissioned research) to ensure optimised return on investment
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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**  |
| Display Courage and Resilience | **Display Resilience and Courage**Be open and honest, prepared to express your views, and willing to accept and commit to change | Remain composed and calm and act constructively in highly pressured and unpredictable environmentsGive frank, honest advice in response to strong contrary viewsAccept criticism of own ideas and respond in a thoughtful and considered wayWelcome new challenges and persist in raising and working through novel and difficult issuesDevelop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues | Advanced |
| **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**  |
|  | **Manage Self**Show drive and motivation, an ability to self-reflect and a commitment to learning | Act as a professional role model for colleagues, set high personal goals and take pride in their achievementActively seek, reflect and act on feedback on own performanceTranslate negative feedback into an opportunity to improveTake the initiative and act in a decisive wayDemonstrate a strong interest in new knowledge and emerging practices relevant to the organisation | 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 understandingTranslate technical and complex information clearly and concisely for diverse audiencesCreate opportunities for others to contribute to discussion and debateContribute to and promote information sharing across the organisationManage complex communications that involve understanding and responding to multiple and divergent viewpointsExplore creative ways to engage diverse audiences and communicate informationAdjust style and approach to optimise outcomesWrite fluently and persuasively in plain English and in a range of styles and formats | Advanced |
| **Influence and Negotiate**Gain consensus and commitment from others, and resolve issues and conflicts | Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategyUse sound arguments, strong evidence and expert opinion to influence outcomesDetermine and communicate the organisation’s position and bargaining strategyRepresent the organisation in critical and challenging negotiations, including those that are cross-jurisdictionalAchieve effective solutions when dealing with ambiguous or conflicting positionsAnticipate and avoid conflict across organisations and with senior internal and external stakeholdersIdentify contentious issues, direct discussion and debate, and steer parties towards an effective resolution | Highly Advanced |

| FOCUS CAPABILITIES |
| --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level**  |
| Results | **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 outcomesDrive a culture of achievement and acknowledge input from othersDetermine how outcomes will be measured and guide others on evaluation methodsInvestigate and create opportunities to enhance the achievement of organisational objectivesMake sure others understand that on-time and on-budget results are required and how overall success is definedControl business unit output to ensure government outcomes are achieved within budgetsProgress organisational priorities and ensure that resources are acquired and used effectively | Advanced |
| Business Enablers | **Project Management**Understand and apply effective planning, coordination and control methods | Understand all components of the project management process, including the need to consider change management to realise business benefitsPrepare clear project proposals and accurate estimates of required costs and resourcesEstablish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirementsIdentify and evaluate risks associated with the project and develop mitigation strategiesIdentify and consult stakeholders to inform the project strategyCommunicate the project’s objectives and its expected benefitsMonitor the completion of project milestones against goals and take necessary actionEvaluate progress and identify improvements to inform future projects | Adept |
| People Management | **Optimise Business Outcomes**Manage people and resources effectively to achieve public value | Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goalsResolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiencesEncourage team members to take calculated risks to support innovation and improvementAlign systems and processes to encourage improved performance and outcomes | Advanced |

| FOCUS CAPABILITIES |
| --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level**  |
|  | **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 uncertaintyAssist others to address emerging challenges and risks and generate support for change initiativesTranslate change initiatives into practical strategies and explain these to staff, and their role in implementing themImplement 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 |
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| **Capability group/sets** | **Capability name** |  | **Description** | **Level**  |
| Personal Attributes | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
| Relationships | 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 | Advanced |
| Results | 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 | Advanced |
| Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Advanced |

| COMPLEMENTARY CAPABILITIES |
| --- |
| **Capability group/sets** | **Capability name** |  | **Description** | **Level**  |
| 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 |
| Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
| 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 | Adept |