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| **Senior Executive Work Level Standards** | Work Contribution Stream: Professional/Technical/Specialist |
| **Classification/Grade/Band** | Band 2 |
| **Date of Approval** | 19 June 2020 |

Primary purpose of the role

The Executive Director, Governance leads the design and implementation of the Agency’s governance framework to enable effective delivery of the Agency’s organisational policy objectives, support optimised performance and ensure all statutory and other legal requirements and obligations are met.

Key accountabilities

* Advise the Agency Head/Secretary and Senior Executive on the governance framework and obligations, compliance strategies and existing and emerging risks to support strategic decision processes and critical issues response
* Provide expert leadership and strategic direction regarding the Agency’s governance framework including oversight of corporate compliance, Agency policies and practices and ethical standards to assure integrity of the organisation's total operations
* Lead the effective implementation and ongoing evaluation of the Agency risk management framework, compliance and assurance systems, and decision-making protocols to enable continuous improvements in performance and minimisation of risks
* Direct the identification of real and potential risks emerging from organisational structure or process changes, new technologies, or new activities to appropriately target risk mitigation strategies
* Contribute to strategic planning processes to ensure that plans are informed by high quality governance, compliance and risk management advice
* Provide executive direction and professional leadership to the team, and implement developmental strategies to ensure adequate capability and capacity to deliver the governance program into the future

Key challenges

* Achieving an effective balance between proactive and preventative compliance and ethics learning and awareness activities on one hand, and monitoring, assessment and enforcement activities on the other
* Identifying and mitigating of real and/or potential risks in new technology driven processes and activities, in a context of limited precedence and exposure

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Manager | * Provide expert advice, counsel and recommendations on governance, compliance and risk management matters to influence organisational strategy, decisions and initiatives * Report on progress towards business objectives and discuss future directions |
| Executive | * Provide expert governance and compliance advice to influence decisions, support initiatives, and to inform the development of the compliance and risk management programs and initiatives * Ensure that Senior executives are fully informed of the organisation's legal, ethical and public service obligations |
| Direct Reports | * Inspire and motivate team, provide direction and manage performance * Set performance expectations and manage team performance and development |
| **External** |  |
| Other Cluster/agency Executive Directors/Directors, Governance | * Establish effective high-level networks to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues |
| NSW Audit Office | * Collaborate in developing and sustaining a proactive working relationship to respond to identified non-compliances, test the integrity of initiatives and ensure the governance framework supports audit requirements |
| NSW Public Sector Values Group (PSC) | * Foster proactive relationships to align the Agency's frameworks and implementation of ethical standards with sector directions and requirements |
| Vendors/Service Providers and Consultants | * Negotiate and approve contracts or service level agreements * Manage contracts and monitor provision of service to ensure compliance with contracts and service arrangements |

# 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 | | Champion and model the highest standards of ethical and professional behaviour  Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations  Set, communicate and evaluate ethical practices, standards and systems and reinforce their use  Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports  Act promptly and visibly to prevent and respond to unethical behaviour | Highly 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 | | 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 |
| **Work Collaboratively**  Collaborate with others and value their contribution | | Recognise outcomes achieved through effective collaboration between teams  Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government  Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions  Network extensively across government and organisations to increase collaboration  Encourage others to use appropriate collaboration approaches and tools, including digital technologies | Advanced |
| Results | **Think and Solve Problems**  Think, analyse and consider the broader context to develop practical solutions | | Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement  Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues  Identify and evaluate organisation-wide implications when considering proposed solutions to issues  Apply lateral thinking and develop innovative solutions that have a long-lasting, organisation-wide impact  Ensure effective governance systems are in place to guarantee quality analysis, research and reform | Highly Advanced |

| FOCUS CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
|  | **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 | **Technology**  Understand and use available technologies to maximise efficiencies and effectiveness | | Support research and expert advice on the application of emerging technologies to achieve organisational outcomes  Ensure that effective governance frameworks are in place to efficiently and effectively apply technology within the organisation  Establish effective governance to ensure organisational compliance with cyber security and acceptable use of technology policies  Critically assess business cases supporting the introduction of technology to improve the organisation’s efficiency and effectiveness  Ensure that effective policy and procedures are in place for records, information and knowledge management to meet government and organisational requirements | Highly 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 |
| 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 goals  Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences  Encourage team members to take calculated risks to support innovation and improvement  Align systems and processes to encourage improved performance and outcomes | 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 | Adept |
| Relationships | Commit to Customer Service | | Provide customer-focused services in line with public sector and organisational objectives | Advanced |
| Influence and Negotiate | | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
| Results | Deliver Results | | Achieve results through the efficient use of resources and a commitment to quality outcomes | Advanced |
| Plan and Prioritise | | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Advanced |
| Business Enablers | Finance | | Understand and apply financial processes to achieve value for money and minimise financial risk | Advanced |
| 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 | Advanced |
| Inspire Direction and Purpose | | Communicate goals, priorities and vision, and recognise achievements | Adept |