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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 Executive Director, Service Delivery provides leadership, direction and management to the delivery of consistently high-quality services by the Agency, with a focus on strategic and operational planning, governance and evaluation of service delivery performance to support the achievement of objectives.

Key accountabilities

* Provide leadership and expert advice on service delivery issues, planning, service development approaches and create best-practice service delivery goals, standards and measures of success to ensure expectations are clear and that service delivery strategies are well aligned to overall Agency objectives
* Develop and implement service delivery priorities, strategies and programs in short, medium and long-term timeframes to meet the diverse needs of key stakeholders and communities
* Drive and oversee financial, human, physical and intellectual capital/resources and their interdependencies in an operationally effective and efficient manner to better facilitate service delivery and optimise outcomes for service recipients
* Provide high quality service strategy advice to the Agency Head/Secretary and Senior Executives to effectively inform strategic planning processes at both agency and cluster levels
* Develop and execute robust service delivery governance and risk frameworks to identify, manage and minimise financial, reputational and service delivery risks
* Monitor and evaluate service delivery processes and outcomes to ensure service delivery is efficient and cost effective and to action necessary improvements as required

Key challenges

* Determining the best approaches to service delivery and implementing service reform and improvement in the context of diverse and changing internal and external stakeholder needs
* Developing and effectively executing service delivery models which transform the way clients/customers can maximise their own opportunities and choices within fiscal, legal and ethical public service obligations

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Manager | * Provide authoritative and expert advice on service delivery matters, providing counsel and recommendations which influence planning and decision making * Establish service delivery funding and resourcing that are consistent with strategic plans and priorities * Communicate information related to Cluster and Agency performance against service delivery budgets and outcome measures |
| Executive | * Advise on service delivery matters and ensure that stakeholder satisfaction with services informs decisions at all executive levels * Ensure the effectiveness of service delivery planning, decision making and governance frameworks across the Cluster * Develop productive and collaborative internal and external working relationships |
| Stakeholders | * Engage key stakeholders in service design, delivery and assessment to continually improve service delivery models and solutions * Coordinate and participate in monitoring, review and auditing processes related to service delivery * Promote the practice of quality service delivery that meets contractual requirements, legal obligations and organisational policy and procedures |
| Direct Reports | * Inspire and motivate, provide direction and manage performance and development |
| **External** |  |
| Other NSW Government Agencies | * Establish networks to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues |
| Vendors/Service Providers and Consultants | * Negotiate and approve significant contracts or service level agreements with external providers on behalf of the Cluster/Agency * Monitor performance standards and service outcomes to ensure the high quality and effectiveness of activities |
| Stakeholders | * Develop and maintain effective relationships and open channels of communication with key community and/or industry stakeholders to ensure that programs and services meet current and evolving needs and articulated standards of performance |

# 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 |
| **Commit to Customer Service**  Provide customer-focused services in line with public sector and organisational objectives | | Create a culture that embraces high-quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes  Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice  Ensure that responsiveness to customer needs is central to the organisation’s strategic planning processes  Set overall performance standards for service delivery across the organisation and monitor compliance | Highly 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 | **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 |
| **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 |
| **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 | Advanced |
|  | Optimise Business Outcomes | | Manage people and resources effectively to achieve public value | Advanced |