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| **Senior Executive Work Level Standards** | Work Contribution Stream: Agency Head |
| **Classification/Grade/Band** | Band 3 |
| **Date of Approval** | 17 June 2020 |

Primary purpose of the role

The Chief Executive implements the government's vision for a substantial service delivery agency, formulating and implementing strategic plans which are aligned to that vision, and providing the leadership direction and governance necessary to ensure the successful delivery against strategic and financial goals.

Key accountabilities

* Create, communicate, and implement the Agency's vision and overall direction, leading the development and implementation of the overall Agency's strategic planning framework and contribute to cluster wide strategic planning
* Provide leadership and guidance, and set performance expectations for the Agency's executive management team to ensure alignment with overall goals of the Agency
* Drive organisational culture across a substantial and diverse workforce, to underpin a focus on customer service and continuous improvement
* Oversee the total operations of the Agency, alignment with strategic planning framework and monitor Agency performance against budgets and plans
* Maintain awareness of both the external and internal competitive landscape, changes in client base and markets, new industry developments and standards, in order to identify opportunities to enhance Agency outcomes for government
* Represent the Agency, and government generally, contributing to positive proactive relationships with community, industry stakeholders and cross-jurisdictional networks across States and nationally

Key challenges

* Achieving a balance between increasing the return on government's investment in programs and services, and evolving stakeholder and/or client expectations for enhanced service delivery in a context characterised by multiple sites, a diverse client base and regional presence
* Maintaining operational independence while aligning the strategic objectives and plans of the Agency with government's broader change agenda

Key relationships

| Who | Why |
| --- | --- |
| **Ministerial** |  |
| Minister/Office of Minister | * Consult directly with the relevant Minister, providing accurate information, professional advice and timely responses to issues * Collaborate and maintain open relationships to expedite responses and information transfer |
| **Internal** |  |
| Secretary | * Establish effective communications processes and protocols * Negotiate Agency budgets and resources are consistent with strategic plans and goals * Communicate information related to performance against budget and potential variations which may have impact on budgeting at the Agency level * Achieve endorsement of Agency strategic and corporate plans |
| Direct Reports | * Provide clarity around strategic direction and goals, inspire performance driven team culture, and evaluate Agency outcomes and achievements * Drive effective planning, decision making and financial governance frameworks within the Agency |
| **External** |  |
| Stakeholders | * Manage relationships to ensure that programs and services are high quality and targeted to meet evolving needs |
| Other NSW Government Agencies | * Ensure that the Agency maintains effective, collaborative relationships and partnerships * Establish effective high-level networks to enable performance benchmarking, monitor industry trends to 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 | | 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 | | | 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 |
|  | **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 |
| 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 | Ensure performance development frameworks are in place to manage staff performance, drive the development of organisational capability and undertake succession planning  Drive executive capability development and ensure effective succession management practices  Implement effective approaches to identify and develop talent across the organisation  Model and encourage a culture of continuous learning and leadership that values high levels of constructive feedback and exposure to new experiences  Drive a culture of high performance and ensure performance issues are addressed as a priority | | | Highly Advanced |

| FOCUS CAPABILITIES | | | | | |
| --- | --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** | |  | **Behavioural indicators** | **Level** |
|  | **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 |
|  | **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 | Highly Advanced |
| Value Diversity and Inclusion | | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Highly 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 | Advanced |
| 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 |