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| **Senior Executive Work Level Standards** | Work Contribution Stream: Policy |
| **Classification/Grade/Band** | Band 3 |
| **Date of Approval** | 19 June 2020 |

Primary purpose of the role

The Deputy Secretary, Policy provides executive leadership to the delivery of a substantial and diverse policy portfolio, setting the strategic direction of research and analysis, development, evaluation and reporting to ensure delivery of Government's strategic policy agenda and initiatives.

Key accountabilities

* Direct the development, implementation and ongoing evaluation and review of policies, programs and priorities to ensure alignment with Government's strategic policy direction
* Collaborate to deliver effective governance within the Agency and more broadly across the Cluster as a key participant in critical planning and decision-making processes which underpin strategic goals and outcomes
* Lead and enhance strategic long-term partnerships and consultative working relationships with key industry/community stakeholders to ensure that all perspectives and implications are considered in formulation of policy recommendations to government
* Direct the overall performance of the policy division by setting expectations, performance goals and standards and measures to deliver high quality, well researched and constructed policy propositions and outcomes
* Provide timely, strategic, expert and authoritative advice to the Minister and Secretary to enable fully informed evidence-based strategic policy recommendations and decisions
* Represent the Agency in consultations and negotiations with key external stakeholders, including other government jurisdictions nationally and/or internationally, to optimise outcomes for the Agency and the NSW Government

Key challenges

* Identifying and analysing the complex interactions and interdependencies that occur between existing and proposed policy positions at a whole-of-government level, and achieving clear consensus across the impacted stakeholder groups
* Addressing new and emerging government policy issues in a complex and dynamic environment where competing or conflicting interests and positions across the key stakeholder group require continual monitoring, analysis and response

Key relationships

| Who | Why |
| --- | --- |
| **Ministerial** |  |
| Minister/Office of the Minister | * Consult directly with the relevant Minister, providing accurate information and interpretation of issues relevant to the delivery of key policy initiatives and timely responses to sensitive or contentious issues * Provide strategic advice around development and implementation of government's policy framework * Collaborate and maintain open relationships to expedite responses and information transfer |
| **Internal** |  |
| Secretary | * Negotiate budgets and resources consistent with strategic plans and goals * Alert to policy issues which may escalate, or matters which may have impact on achievement of policy outcomes * Communicate information related to performance against budget and potential variations which may impact on budgeting or budget performance * Achieve endorsement of strategic and corporate plans and goals, and prioritisation of policy development and implementation |
| Executive | * Provide strategic advice and influence decision making processes * Implementation of governance frameworks |
| Direct Reports | * Inspire and motivate, provide leadership and support * Set overall performance expectations and oversight the implementation of effective performance management frameworks and processes |
| **External** |  |
| Other Deputy Secretaries Policy | * Establish effective high-level networks to enable effective integration across policy portfolios |
| Broader government stakeholders | * Maintain effective networks to exchange intelligence regarding insights and trends, initiatives and innovations, and other matters of mutual interest to enhance the effectiveness and quality of policy development processes * Foster strong proactive working relationships to support the alignment of key policy directions, advocate for NSW policy positions and enhance the Agency's policy skills and capabilities |

# Role dimensions

## Decision making

NA

## Reporting line

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 | **Display Resilience and Courage**  Be open and honest, prepared to express your views, and willing to accept and commit to change | | Create a culture that encourages and supports openness, persistence and genuine debate around critical issues  Provide clear exposition and argument for agreed positions while remaining open to valid suggestions for change  Raise critical issues and make tough decisions  Respond to significant, complex and novel challenges with a high level of resilience and persistence  Consistently use a range of strategies to remain composed and calm and act as a stabilising influence even in the most challenging situations | Highly Advanced |

| FOCUS CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
|  | **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 |
| 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 |
| **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 strategy  Use sound arguments, strong evidence and expert opinion to influence outcomes  Determine and communicate the organisation’s position and bargaining strategy  Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional  Achieve effective solutions when dealing with ambiguous or conflicting positions  Anticipate and avoid conflict across organisations and with senior internal and external stakeholders  Identify 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 outcomes  Drive a culture of achievement and acknowledge input from others  Determine how outcomes will be measured and guide others on evaluation methods  Investigate and create opportunities to enhance the achievement of organisational objectives  Make sure others understand that on-time and on-budget results are required and how overall success is defined  Control business unit output to ensure government outcomes are achieved within budgets  Progress organisational priorities and ensure that resources are acquired and used effectively | Advanced |
| **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 agenda  Ensure business plan goals are clear and appropriate and include contingency provisions  Monitor the progress of initiatives and make necessary adjustments  Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately  Consider the implications of a wide range of complex issues and shift business priorities when necessary  Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning | 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 |
| Finance | **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 |
| Inspire Direction and Purpose | **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 |

| FOCUS CAPABILITIES | | | | |
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| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
|  | **Manage Reform and Change**  Support, promote and champion change, and assist others to engage with change | | Drive a continuous improvement agenda, define high-level objectives and translate these into practical implementation strategies  Build staff support for and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context  Create an organisational culture that actively seeks opportunities to improve  Anticipate, plan for and address cultural barriers to change at the organisational level | Highly 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 | 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 | Advanced |
| Relationships | Commit to Customer Service | | Provide customer-focused services in line with public sector and organisational objectives | Advanced |
| Work Collaboratively | | Collaborate with others and value their contribution | Advanced |
| Results | Think and Solve Problems | | Think, analyse and consider the broader context to develop practical solutions | Highly Advanced |

| COMPLEMENTARY CAPABILITIES | | | | |
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| **Capability group/sets** | **Capability name** |  | **Description** | **Level** |
| 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 |
| People Management | Manage and Develop People | | Engage and motivate staff, and develop capability and potential in others | Advanced |
| Optimise Business Outcomes | | Manage people and resources effectively to achieve public value | Advanced |