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| **Senior Executive Work Level Standards** | Work Contribution Stream: Professional/Technical/Specialist |
| **Classification/Grade/Band** | Band 1 |
| **Date of Approval** | 22 June 2020 |

Primary purpose of the role

The Director, Corporate Communications leads the provision of a comprehensive strategic communications function including the planning, development and implementation of all corporate marketing and publications activities, both external and internal, to support the achievement of the Agency's objectives. The Director provides strategic communications advice to the Agency Head/Secretary and Senior Executives to ensure that the Agency presents as a professional, integrated organisation.

Key accountabilities

* Direct the development, implementation and integrity of the Agency brand and ensure that all communication materials and tools contribute to Agency objectives and present it as an integrated and professional organisation
* Develop and manage the internal communication program to build workforce unity, promote information sharing and facilitate achievement of goals and priorities
* Identify and manage emerging and sensitive issues proactively and provide strategic and operational advice to the Agency Head/Secretary and Senior Executives on internal and external communications issues
* Drive processes to ensure the development of appropriate digital engagement and social media strategies that fulfil the Agency’s objectives
* Implement appropriate controls and processes across the Agency to ensure that communications materials and products are consistent with Government, cluster and Agency policies and guidelines
* Monitor and evaluate the performance of the Corporate Communications program and provide detailed and reliable analysis to support strategic decision-making processes, and to identify opportunities for development of new communications initiatives
* Foster and maintain strong professional working relationships with key stakeholders to understand and satisfy their communications requirements and performance expectations

Key challenges

* Ensuring that there is a balance between the Agency's branding objectives and alignment with the broader communications objectives of the Cluster and Government as a whole
* Developing a common communications policy platform, guidelines, tools and materials to satisfy the diverse needs of the organisation

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Manager | * Provide expert advice, counsel and recommendations on communications matters to influence organisational decisions and initiatives * Report on progress towards business objectives and discuss future directions |
| Executive | * Develop strategic relationships and provide expert communications advice to influence decisions, support initiatives and promote effective communications across the Agency * Collaborate to ensure that the Corporate Communications program is aligned with whole of government and sector guidelines, direction and initiatives |
| Direct Reports | * Lead, direct and manage performance * Encourage team members to work collaboratively to achieve business outcomes |
| **External** |  |
| Other NSW Government Agencies | * Establish professional networks and relationships to maintain currency of issues, share ideas and learnings, and collaborate on common responses to emerging and/or developing issues |
| NSW Government Strategic Communications Unit | * Liaise to facilitate access to high quality advice, products and services, and to align Agency programs with broader government directions and initiatives |
| Media Organisations | * Establish and sustain proactive and appropriate relationships with media providers to achieve effective bilateral information sharing |
| Vendors/ Service Providers and Consultants | * Negotiate and approve contracts and 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 | | Model the highest standards of ethical and professional behaviour and reinforce their use  Represent the organisation in an honest, ethical and professional way and set an example for others to follow  Promote a culture of integrity and professionalism within the organisation and in dealings external to government  Monitor ethical practices, standards and systems and reinforce their use  Act promptly on reported breaches of legislation, policies and guidelines | Advanced |

| FOCUS CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
| Communicate Effectively | **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 |
| **Influence and Negotiate**  Gain consensus and commitment from others, and resolve issues and conflicts | | Influence others with a fair and considered approach and present persuasive counter-arguments  Work towards mutually beneficial ‘win-win’ outcomes  Show sensitivity and understanding in resolving acute and complex conflicts and differences  Identify key stakeholders and gain their support in advance  Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise  Anticipate and minimise conflict within the organisation and with external stakeholders | Advanced |

| FOCUS CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
| Results | **Think and Solve Problems**  Think, analyse and consider the broader context to develop practical solutions | | Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues  Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others  Take account of the wider business context when considering options to resolve issues  Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements  Implement systems and processes that are underpinned by high-quality research and analysis  Look for opportunities to design innovative solutions to meet user needs and service demands  Evaluate the performance and effectiveness of services, policies and programs against clear criteria | Advanced |
| Business Enablers | **Technology**  Understand and use available technologies to maximise efficiencies and effectiveness | | Champion the use of innovative technologies in the workplace  Actively manage risk to ensure compliance with cyber security and acceptable use of technology policies  Keep up to date with emerging technologies and technology trends to understand how their application can support business outcomes  Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes  Actively manage risk of breaches to appropriate records, information and knowledge management systems, protocols and policies | Advanced |
| People Management | **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 | Adept |
| 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 | Work Collaboratively | | Collaborate with others and value their contribution | Advanced |

| COMPLEMENTARY CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Description** | **Level** |
| Results | Deliver Results | | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
| Plan and Prioritise | | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
| Demonstrate Accountability | | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Advanced |
| Business Enablers | Finance | | Understand and apply financial processes to achieve value for money and minimise financial risk | Adept |
| Procurement and Contract Management | | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
| Project Management | | Understand and apply effective planning, coordination and control methods | Adept |
| 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 | Adept |