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| **Senior Executive Work Level Standards** | Work Contribution Stream: Policy |
| **Classification/Grade/Band** | Band 1 |
| **Date of Approval** | 19 June 2020 |

Primary purpose of the role

The Director, Policy provides professional and organisational leadership in the development, implementation and evaluation of strategic policy frameworks and responses which enable the achievement of the Agency's planned outcomes, and alignment with broader government objectives. The Director provides expert strategic advice to Agency Head/Secretary and Senior Executives regarding current, evolving or emerging policy issues to facilitate executive decision-making.

Key accountabilities

* Provide strategic evidence-based advice and support to the Agency Head/Secretary and Senior Executives to shape the Agency's forward program for legislative review, policy development and implementation
* Lead policy professionals and direct policy development activities within the organisation to effectively deliver the agreed policy program
* Participate in and contribute to strategic and business planning processes, aligning policy review and development priorities and resources to support organisational objectives and outcomes
* Establish and sustain effective working relationships with senior policy professionals and key stakeholders across the Cluster and the public sector more generally to optimise engagement, consultation, negotiation and facilitation of policy alignment, implementation and response
* Identify, evaluate and critically analyse highly complex and politically sensitive issues and concerns affecting policy outcomes to deliver evidence-based decision making and develop logical, practical and well-balanced policy resolutions

Key challenges

* Anticipating, responding to and mitigating impediments to effective implementation of policies, particularly where implementation is controlled by other agencies within the Cluster or across the public sector
* Identifying, understanding and mitigating risks and potential negative perceptions and consequences of policy intent and/or outcomes within a diverse and complex socio-political context

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Executive | * Engage, collaborate and provide strategic advice as a subject matter expert on policy frameworks and development, providing strategic policy advice and recommendations to support organisational decisions and initiatives * Support professional development priorities and mobility of professional staff across the Cluster and sector more generally to build and strengthen policy capability |
| Manager | * Provide expert advice and contribute to decision making • Identify emerging issues/risks and their implications and propose solutions |
| Direct Reports | * Lead, guide and support * Set performance expectations, manage performance and development |
| **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 |
| Sector Performance Coordination Group (Government Secretariat Branch) | * Monitor and facilitate the progress of policies through decision making processes |
| Stakeholders | * Foster effective proactive relationships with other stakeholders, in particular community and/or industry groups for whom policy impacts are most critical |

# 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 |
| **Manage Self**  Show drive and motivation, an ability to self-reflect and a commitment to learning | | Act as a professional role model for colleagues, set high personal goals and take pride in their achievement  Actively seek, reflect and act on feedback on own performance  Translate negative feedback into an opportunity to improve  Take the initiative and act in a decisive way  Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation | 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 |
| **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 |
| Results | **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 |
| **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 | **Procurement and Contract Management**  Understand and apply procurement processes to ensure effective purchasing and contract performance | | Apply legal, policy and organisational guidelines and procedures relating to procurement and contract management  Develop well-written, well-structured procurement documentation that clearly sets out the business requirements  Monitor procurement and contract management processes to ensure they are open, transparent and competitive  Be aware of procurement and contract management risks, and actions to manage or mitigate risk in monitoring contract performance  Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles  Escalate procurement and contract management issues, where required | Adept |

| FOCUS CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
| People Management | **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 |
| 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 | Adept |
| Work Collaboratively | | Collaborate with others and value their contribution | Advanced |
| Results | Deliver Results | | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
| Demonstrate Accountability | | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Advanced |

| COMPLEMENTARY CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Description** | **Level** |
| Business Enablers | Finance | | Understand and apply financial processes to achieve value for money and minimise financial risk | Adept |
| Technology | | Understand and use available technologies to maximise efficiencies and effectiveness | 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 | Adept |
| Inspire Direction and Purpose | | Communicate goals, priorities and vision, and recognise achievements | Adept |
| Optimise Business Outcomes | | Manage people and resources effectively to achieve public value | Adept |