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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, Programs directs the implementation, integration and evaluation of policy changes and initiatives across the Agency ensuring that appropriate governance and project management arrangements minimise risks to the achievement of outcomes and objectives.

Key accountabilities

* Establish effective governance, project management and program performance evaluation frameworks to underpin effective program implementation within agreed timelines and budget, and with achievement of defined outcomes
* Provide high quality advice and recommendations to the Agency Head/Secretary and Senior Executives to support effective program implementation
* Develop and implement systems and processes across the Agency for measuring the effectiveness and efficiency of program implementation and alignment between targeted and actual outcomes
* Oversight the establishment of multi-disciplinary and cross agency project teams and groups to engage stakeholders, identify and reinforce dependencies, and communicate implementation strategies and performance expectations to deliver high quality outcomes and meet agreed performance targets
* Provide direction and set performance expectations to better manage and minimise risks and support the strategic objectives of the Agency
* Participate in and contribute to strategic and business planning processes, aligning program development, implementation and evaluation priorities to support organisational objectives and outcomes

Key challenges

* Anticipating, responding to and mitigating impediments to effective implementation of programs, particularly where implementation is controlled by other agencies within the Cluster or across the public sector
* Identifying the most effective strategies and performance milestones for prioritisation of program implementation

Key relationships

| Who |  Why |
| --- | --- |
| **Ministerial** |  |
| Stakeholders | * Foster effective proactive relationships in particular community and/or industry groups for whom policy implementation impacts are most critical
* Engage with key stakeholders including professional organisations, academic institutions, peak industry or community bodies and NGOs to inform implementation strategies and planning, and optimise engagement, consultation, negotiation and facilitation of policy implementation, evaluation and response
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| **Internal** |  |
| Manager | * Provide expert advice and contribute to decision making
* Escalate sensitive issues and provide solutions
* Report on progress towards business objectives and discuss future directions
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| Executive | * Provide expert strategic advice on policy program implementation and evaluation 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 program capability
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| Project Teams | * Provide expert program implementation advice to impact decisions, support initiatives, identify implementation risks or barriers and incorporate feedback into the program development process
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| Direct Reports | * Lead, guide and support
* Set performance expectations and manage performance and development
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| **External** |  |
| Other NSW Government Agencies | * Establish professional networks and relationships to maintain currency of issues, share ideas and learning, and collaborate on common responses to emerging and/or developing issues
 |
| Stakeholders | * Foster effective proactive relationships in particular community and/or industry groups for whom policy implementation impacts are most critical
* Engage with key stakeholders including professional organisations, academic institutions, peak industry or community bodies and NGOs to inform implementation strategies and planning, and optimise engagement, consultation, negotiation and facilitation of policy implementation, evaluation and response
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# 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 |
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| **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 useRepresent the organisation in an honest, ethical and professional way and set an example for others to followPromote a culture of integrity and professionalism within the organisation and in dealings external to governmentMonitor ethical practices, standards and systems and reinforce their useAct promptly on reported breaches of legislation, policies and guidelines | Advanced |

| FOCUS CAPABILITIES |
| --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level**  |
|  | **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 achievementActively seek, reflect and act on feedback on own performanceTranslate negative feedback into an opportunity to improveTake the initiative and act in a decisive wayDemonstrate a strong interest in new knowledge and emerging practices relevant to the organisation | 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 audiencesSpeak in a highly articulate and influential mannerState the facts and explain their implications for the organisation and key stakeholdersPromote the organisation’s position with authority and credibility across government, other jurisdictions and external organisationsAnticipate 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 | Influence others with a fair and considered approach and present persuasive counter-argumentsWork towards mutually beneficial ‘win-win’ outcomesShow sensitivity and understanding in resolving acute and complex conflicts and differencesIdentify key stakeholders and gain their support in advanceEstablish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromiseAnticipate and minimise conflict within the organisation and with external stakeholders | Advanced |

| FOCUS CAPABILITIES |
| --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level**  |
| Results | **Plan and Prioritise**Plan to achieve priority outcomes and respond flexibly to changing circumstances | Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate these objectives to staffInfluence the organisation’s current and potential future role within government and the community, and plan appropriatelyEnsure effective governance frameworks and guidance enable high-quality strategic corporate, business and operational planningConsider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomesDrive initiatives in an environment of ongoing, widespread change with consideration given to policy directions set by the government | Highly 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 issuesWork through issues, weigh up alternatives and identify the most effective solutions in collaboration with othersTake account of the wider business context when considering options to resolve issuesExplore a range of possibilities and creative alternatives to contribute to system, process and business improvementsImplement systems and processes that are underpinned by high-quality research and analysisLook for opportunities to design innovative solutions to meet user needs and service demandsEvaluate the performance and effectiveness of services, policies and programs against clear criteria | Advanced |

| FOCUS CAPABILITIES |
| --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level**  |
| Business Enablers | **Project Management**Understand and apply effective planning, coordination and control methods | Prepare and review project scope and business cases for projects with multiple interdependenciesAccess key subject-matter experts’ knowledge to inform project plans and directionsDesign and implement effective stakeholder engagement and communications strategies for all project stagesMonitor project completion and implement effective and rigorous project evaluation methodologies to inform future planningDevelop effective strategies to remedy variances from project plans and minimise impactManage transitions between project stages and ensure that changes are consistent with organisational goalsParticipate in governance processes such as project steering groups | Advanced |
| 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 uncertaintyAssist others to address emerging challenges and risks and generate support for change initiativesTranslate change initiatives into practical strategies and explain these to staff, and their role in implementing themImplement 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 |
| 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 |
| Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | 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 |