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| **Senior Executive Work Level Standards** | Work Contribution Stream: Policy |
| **Classification/Grade/Band** | Band 2 |
| **Date of Approval** | 19 June 2020 |

Primary purpose of the role

The Executive Director, Policy provides high level, strategic advice to the Minister, Agency Head/Secretary, and Deputy Secretary Policy related to a specific program or portfolio of government policy, to inform policy decision making processes, planning and prioritisation, development, and implementation and evaluation of policy initiatives to optimise alignment with Government's strategic policy objectives. The Executive Director leads the development, implementation and evaluation of strategic policy frameworks to optimize the impact and outcome of these policies within the Agency.

Key accountabilities

* Direct development of strategic evidence-based advice and recommendations to the Agency Head/Secretary, Minister, Deputy Secretary and Senior Executives to shape the organisation's program for legislative review, policy development and implementation
* Lead and direct a team of policy professionals in prioritisation, development, implementation and review of a program of policy development activities and initiatives to effectively deliver Government's strategic policy direction
* Direct the prioritisation and implementation of policy research and analysis activities to identify, evaluate and critically analyse highly complex and politically sensitive issues and concerns affecting policy outcomes to deliver effective policy resolutions
* Provide technical direction, coaching and peer review to the Policy team, and implement developmental strategies to build capability and capacity to deliver quality policy analysis and development needs into the future
* Participate in strategic and business planning, identifying policy review and development priorities and resources to support and direct organisational objectives and outcomes
* Provide stewardship and tactical advice to direct policy proposals and initiatives through parliamentary processes

Key challenges

* Achieving alignment and integration of policy development activities with the broader strategic policy framework of government, without diminishing the appropriateness and value of policy outcomes for the most affected stakeholders
* Driving effective identification, analysis and mitigation of risks, concerns and consequences of policy changes in order that the Minister, Agency Head/Secretary and Deputy Secretary Policy are fully informed on critical policy questions

Key relationships

| Who | Why |
| --- | --- |
| **Ministerial** |  |
| Minister/Office of the Minister | * Support the Deputy Secretary Policy in consultations 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 * Collaborate and maintain open relationships to expedite responses and information transfer |
| **Internal** |  |
| Manager | * Present specific outcomes of policy research, policy advice and recommendations for endorsement * Report on progress towards business objectives and discuss future directions |
| Executive | * Provide expert policy development and implementation advice to influence decisions, support initiatives * Ensure that executives are fully informed of the organisation's policy program and specific policy response initiatives |
| Direct Reports | * Inspire and motivate, provide direction and manage performance |
| **External** |  |
| Other NSW Government Agencies | * Establish effective high-level networks with Executive Directors/Directors, Policy of other NSW clusters and agencies, and with similar roles across other jurisdictions, to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common policy responses to emerging and future issues * Optimise engagement, consultation, negotiation and facilitation of policy alignment, implementation and response |
| Department of Premier and Cabinet | * Engage with key contacts to monitor the progress of policies through decision making processes |
| Other Stakeholders | * Instigate and sponsor effective proactive relationships with other stakeholders, in particular community and/or industry groups for whom policy impacts are most critical * Optimise engagement, consultation, negotiation and facilitation of policy alignment, implementation and response |

# 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 |
| **Work Collaboratively**  Collaborate with others and value their contribution | | Recognise outcomes achieved through effective collaboration between teams  Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government  Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions  Network extensively across government and organisations to increase collaboration  Encourage others to use appropriate collaboration approaches and tools, including digital technologies | 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 | **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 | | Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement  Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues  Identify and evaluate organisation-wide implications when considering proposed solutions to issues  Apply lateral thinking and develop innovative solutions that have a long-lasting, organisation-wide impact  Ensure effective governance systems are in place to guarantee quality analysis, research and reform | Highly Advanced |
| 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 interdependencies  Access key subject-matter experts’ knowledge to inform project plans and directions  Design and implement effective stakeholder engagement and communications strategies for all project stages  Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning  Develop effective strategies to remedy variances from project plans and minimise impact  Manage transitions between project stages and ensure that changes are consistent with organisational goals  Participate in governance processes such as project steering groups | Advanced |
| People Management | **Optimise Business Outcomes**  Manage people and resources effectively to achieve public value | | Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals  Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences  Encourage team members to take calculated risks to support innovation and improvement  Align systems and processes to encourage improved performance and outcomes | 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 | Advanced |
| 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 |

| COMPLEMENTARY CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Description** | **Level** |
| Relationships | Commit to Customer Service | | Provide customer-focused services in line with public sector and organisational objectives | Advanced |
| Results | Deliver Results | | Achieve results through the efficient use of resources and a commitment to quality outcomes | Advanced |
| 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 | Advanced |
| 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 | Adept |
| People Management | Manage and Develop People | | Engage and motivate staff, and develop capability and potential in others | Advanced |
| Inspire Direction and Purpose | | Communicate goals, priorities and vision, and recognise achievements | Adept |