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

Primary purpose of the role

The Executive Director, Stakeholder Engagement coordinates, develops and implements marketing, communication, industry and community relations, advocacy and stakeholder relations programs and strategic plans. The Executive Director leads and develops tactical plans and initiatives in partnership with internal and external executives, advisors and stakeholders to deliver on market, communication, advocacy and stakeholder engagement strategies designed to support the Agency's mission, mandate, projects and initiatives.

Key accountabilities

* Advise the Agency Head/Secretary and Senior Executives on stakeholder engagement status, strategies and emerging issues to support strategic decision processes and major or critical issues response
* Develop and maintain strong internal and external relationships to build consensus with industry, community, other levels of government and other stakeholders to ensure that recommendations and advice are well researched and target the Agency's strategic outcomes
* Plan and provide executive leadership to the implementation of multiple, complex and integrated stakeholder engagement programs and initiatives to improve and enhance the perceptions and experience of stakeholders and communities
* Identify and interpret broad trends and contextual changes, and determine formal and informal processes to creatively address unstructured and complex issues to support the achievement of the goals of the Agency and NSW Government
* Lead the design, development, implementation and review and evaluation of strategic, tactical and operational stakeholder engagement plans, programs, projects and initiatives to align with the Agency's vision, goals and direction
* Define formal and informal stakeholder communication channels and ensure that participating Senior Executives or relevant staff are adequately prepared with media and public relations training, and fully briefed on key messages, sensitivities or contentious issues

Key challenges

* Achieving an effective balance between strategic ongoing investments in stakeholder engagement and the immediacy of unplanned issues response
* Developing innovative stakeholder engagement strategies and initiatives which respond to changes in Government’s priorities while optimising stakeholder confidence in the Agency's capacity to deliver outcomes

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Executive | * Provide strategic advice on stakeholder engagement matters to influence decisions * Prepare briefs and support the Executive in communications and response to the Minister * Mentor Senior Executive in the use of professional communications to effectively apply multimedia management strategies |
| Stakeholders | * Provide expert advice to influence decisions, support initiatives and maximise engagement * Evaluate satisfaction with the quality of advice, programs and initiatives * Market the Agency’s branding and coordinate communications to enhance the organisation’s reputation |
| Manager | * Identify emerging issues/risks and their implications and propose solutions * Report on progress towards business objectives and discuss future directions |
| Direct Reports | * Inspire and motivate team, provide direction and manage performance |
| **External** |  |
| Other NSW Government Agencies | * Establish networks to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues * Partner with NSW Government stakeholders and agencies to ensure that the Agency’s strategic interests are advanced |
| NSW Government Strategic Communications Unit | * Maintain effective relationships with key contacts within the NSW Strategic Communications Unit, to facilitate access to high quality advice, products and services, and to align stakeholder engagement programs with broader government direction and initiatives |

| Who | Why |
| --- | --- |
| Media organisations, Stakeholder and Advocacy groups | * Establish and sustain proactive relationships to achieve effective bilateral information sharing * Develop and implement multimedia strategies that promote and enhance the organisation’s branding and reputation in a positive and effective manner * Expand and develop, as appropriate and according to Government Policy, the multimedia opportunities to achieve increased awareness and recognition of the organisation within the broader community |
| External Vendors/Service Providers and Consultants | * Negotiate and approve significant contracts or service level agreements with external providers (e.g. web design, social media, marketing) on behalf of the Cluster/Agency * Monitor performance standards and service outcomes to ensure the high quality and effectiveness of activities |

# 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 | | 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 |
| **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 |
| 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 |

| FOCUS CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
| Business Enablers | **Technology**  Understand and use available technologies to maximise efficiencies and effectiveness | | Support research and expert advice on the application of emerging technologies to achieve organisational outcomes  Ensure that effective governance frameworks are in place to efficiently and effectively apply technology within the organisation  Establish effective governance to ensure organisational compliance with cyber security and acceptable use of technology policies  Critically assess business cases supporting the introduction of technology to improve the organisation’s efficiency and effectiveness  Ensure that effective policy and procedures are in place for records, information and knowledge management to meet government and organisational requirements | Highly Advanced |
| **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 |

| FOCUS CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
|  | **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 | | | | |
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| **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 | Highly Advanced |
| 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 |
| Plan and Prioritise | | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Advanced |
| 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 | 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 | Advanced |