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| **Senior Executive Work Level Standards** | Work Contribution Stream: Service/Operational Delivery |
| **Classification/Grade/Band** | Band 3 |
| **ANZSCO Code** | NA |
| **PCAT Code** | NA |
| **Date of Approval** | 29 June 2020 |

Primary purpose of the role

The Deputy Secretary, Operations provides leadership and strategic direction to the delivery of programs and services within the Agency, with a particular focus on strategic, long term planning, governance and evaluation of Agency outcomes and performance, and the identification and evaluation of emerging planning and decision influences, to ensure the sustainability of Agency goals and outcomes.

Key accountabilities

* Direct the development, implementation and ongoing evaluation and review of operational and service delivery programs ensuring alignment with Agency objectives and strategic direction
* Collaborate to deliver effective governance within the Agency and more broadly across the Cluster as a key participant in critical planning and decision-making processes which underpin strategic goals and outcomes
* Evaluate and respond effectively to highly sensitive and contentious operational or service delivery issues to ensure that financial, reputational, and business risks are minimized
* Direct the overall performance of programs and services by setting expectations, performance goals and standards, and performance measures at a whole of program and whole of service level to form the basis for evaluation of effectiveness
* Drive effective budgeting, corporate and business planning, and program evaluation frameworks to optimise the return on government's financial, human, intellectual and physical investments in the delivery of the Agency’s programs
* Provide timely, strategic, expert and authoritative advice to the Minister and Secretary to enable fully informed evidence-based strategic policy recommendations and decisions
* Represent the Agency in consultations and negotiations with key external stakeholders, including other government jurisdictions nationally and/or internationally, to optimise outcomes for the Agency and the NSW Government

Key challenges

* Achieving a culture of innovation and continuous improvement across a diverse portfolio of activities and services while maintaining strong governance frameworks and procedural controls
* Driving and strengthening an integrated singular focus on vision, goals and key outcomes across multiple programs and services and a diverse workforce

Key relationships

| Who | Why |
| --- | --- |
| **Ministerial** |  |
| Minister/Office of Minister | * Consult directly with the relevant Minister, providing accurate information, interpretation of planning and decision influences and timely responses to sensitive or contentious issues * Collaborate and maintain open relationships to expedite responses and information transfer |
| **Internal** |  |
| Secretary | * Negotiate budgets and resources consistent with strategic plans and goals * Alert to operational or service issues which may escalate, or which may have State-wide impact * Communicate information related to performance against budget and potential variations which may have impact on budgeting or budget performance * Achieve endorsement of strategic and corporate plans and goals |
| Executive | * Provide strategic advice and influence decision making processes * Implementation of governance frameworks |
| Direct Reports | * Inspire and motivate, provide leadership and support * Set overall performance expectations and oversight the implementation of effective performance management frameworks and processes |
| **External** |  |
| Community/Industry Stakeholders | * Manage relationships to ensure that programs and services are high quality and targeted to meet evolving needs |
| Other NSW Government Agencies | * Share information, identify areas for collaboration and take advantage of synergies |
| Broader Government Stakeholders | * Maintain effective relationships to exchange market intelligence, performance benchmarking information, innovations, and other matters of mutual interest to evaluate and enhance the effectiveness and quality of programs and services. |

# 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 |
| **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 |
| Results | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | | Use own professional knowledge and the expertise of others to drive forward organisational and government objectives  Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation  Identify, recognise and celebrate success  Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes  Identify and remove potential barriers or hurdles to achieving outcomes  Initiate and communicate high-level priorities for the organisation to achieve government outcomes | Highly Advanced |
| **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 |
| **Demonstrate Accountability**  Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | | Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness  Promote a culture of accountability with clear links to government goals  Set standards and exercise due diligence to ensure work health and safety risks are addressed  Inspire a culture that respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity  Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation  Direct the development of short- and long-term risk management frameworks to ensure government aims and objectives are achieved | Highly Advanced |
| Business Enablers | **Finance**  Understand and apply financial processes to achieve value for money and minimise financial risk | | Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management  Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound  Assess relative cost benefits of various purchasing options  Promote the role of sound financial management and its impact on organisational effectiveness  Obtain specialist financial advice when reviewing and evaluating finance systems and processes  Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner | 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 |
| **Optimise Business Outcomes**  Manage people and resources effectively to achieve public value | | Ensure that organisational architecture is aligned to the organisation’s goals and responds to changes over time  Engage in strategic workforce planning and strategic resource utilisation to ensure that the organisation’s aims and goals and the government’s objectives can be achieved  Align workforce resources and talent with organisational priorities  Set clear boundaries and freedoms for the organisation in risk taking  Hold self and others accountable for implementing and maintaining inclusive workforce management practices | Highly 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 | Highly Advanced |
| Manage Self | | Show drive and motivation, an ability to self-reflect and a commitment to learning | Highly Advanced |
| Value Diversity and Inclusion | | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Advanced |
| Relationships | Work Collaboratively | | Collaborate with others and value their contribution | Advanced |
| Influence and Negotiate | | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
| Results | Think and Solve Problems | | Think, analyse and consider the broader context to develop practical solutions | Advanced |

| COMPLEMENTARY CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Description** | **Level** |
| Business Enablers | 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 | Advanced |
| Project Management | | Understand and apply effective planning, coordination and control methods | Advanced |
| People Management | Manage and Develop People | | Engage and motivate staff, and develop capability and potential in others | Advanced |