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| **Senior Executive Work Level Standards** | Work Contribution Stream: Service/Operational Delivery |
| **Classification/Grade/Band** | Band 1 |
| **ANZSCO Code** | NA |
| **PCAT Code** | NA |
| **Date of Approval** | 29 June 2020 |

Primary purpose of the role

The Director, Stakeholder Engagement leads communications and stakeholder engagement, including the provision of high quality and responsive information for clients, and develops approaches to engagement, collaboration, and innovation that create improved value for the Agency and those clients.

Key accountabilities

* Advise Senior Executives on client engagement status, strategies and emerging issues to support strategic decision processes and major or critical issues response
* Lead the development, implementation and evaluation of strategic, tactical and operational stakeholder engagement plans, programs, projects and initiatives to align with the Agency's vision, goals and direction
* Plan and lead the implementation of integrated stakeholder engagement programs and initiatives to improve and enhance the perceptions and experiences of clients and communities
* Lead specific stakeholder outreach initiatives, dialogue and other forms of engagement to understand key concerns and issues and inform review and enhancement of services and service delivery
* Develop and maintain strong internal and external relationships to exchange information with client groups, community, other levels of government and other stakeholders to inform strategic and operational decisions related to programs and services

Key challenges

* Applying innovative and diverse communication channels including the proactive adoption of digital and social media opportunities
* Achieving a balance between strategic ongoing investments in client engagement and the need for immediate response to urgent unplanned issues

Key relationships

| Who |  Why |
| --- | --- |
| **Internal** |  |
| Manager | * Provide expert advice, counsel and recommendations on stakeholder engagement matters, to influence organisational strategy, decisions and initiatives
* Prepare briefs and support the Agency Head/Secretary in communications and response to the Minister
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| Executive | * Build relationships and provide expert stakeholder engagement advice to influence decisions, support initiatives, and communicate the performance of the Agency's stakeholder engagement program and initiatives
* Evaluate internal stakeholder satisfaction with the quality of advice, programs and initiatives related to client engagement
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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 effective networks to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues
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| NSW Government Strategic Communications Unit | * Maintain effective relationships to facilitate access to high quality advice, products and services, and to align stakeholder engagement programs with broader government direction and initiatives
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| Media Organisations, Stakeholder and Advocacy Groups | * Establish and sustain proactive relationships to achieve effective bilateral information sharing
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| External Service Providers | * Negotiate and approve contracts or service level agreements with external providers (e.g. web design, social media, marketing) and monitor performance standards and service outcomes to ensure the high quality and effectiveness of activities
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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 |
| --- |
| **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 |
| 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 |

| FOCUS CAPABILITIES |
| --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level**  |
|  | **Commit to Customer Service**Provide customer-focused services in line with public sector and organisational objectives | Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experienceEnsure systems are in place to capture customer service insights to improve servicesInitiate and develop partnerships with customers to define and evaluate service performance outcomesPromote and manage alliances within the organisation and across the public, private and community sectorsLiaise with senior stakeholders on key issues and provide expert and influential adviceIdentify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approachesEnsure that the organisation’s systems, processes, policies and programs respond to customer needs | Advanced |
| **Work Collaboratively**Collaborate with others and value their contribution | Recognise outcomes achieved through effective collaboration between teamsBuild cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across governmentFacilitate opportunities to engage and collaborate with stakeholders to develop joint solutionsNetwork extensively across government and organisations to increase collaborationEncourage others to use appropriate collaboration approaches and tools, including digital technologies | 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 agendaEnsure business plan goals are clear and appropriate and include contingency provisionsMonitor the progress of initiatives and make necessary adjustmentsAnticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriatelyConsider the implications of a wide range of complex issues and shift business priorities when necessaryUndertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning | Advanced |
| Business Enablers | **Technology**Understand and use available technologies to maximise efficiencies and effectiveness | Identify opportunities to use a broad range of technologies to collaborateMonitor compliance with cyber security and the use of technology policiesIdentify ways to maximise the value of available technology to achieve business strategies and outcomesMonitor compliance with the organisation’s records, information and knowledge management requirements | Adept |
| **Project Management**Understand and apply effective planning, coordination and control methods | Understand all components of the project management process, including the need to consider change management to realise business benefitsPrepare clear project proposals and accurate estimates of required costs and resourcesEstablish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirementsIdentify and evaluate risks associated with the project and develop mitigation strategiesIdentify and consult stakeholders to inform the project strategyCommunicate the project’s objectives and its expected benefitsMonitor the completion of project milestones against goals and take necessary actionEvaluate progress and identify improvements to inform future projects | Adept |
| People Management | **Manage Reform and Change**Support, promote and champion change, and assist others to engage with change | Support teams in developing new ways of working and generating innovative ideas to approach challengesActively promote change processes to staff and participate in communicating change initiatives across the organisationProvide guidance, coaching and direction to others who are managing uncertainty and changeEngage staff in change processes and provide clear guidance, coaching and supportIdentify cultural barriers to change and implement strategies to address these | Adept |

# 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 | Adept |
| Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Advanced |
| Relationships | Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
| Results | Deliver Results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Advanced |
| Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | 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 | 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 |