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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, Strategic Planning leads the development and implementation of the strategic planning and reporting framework, directs implementation of corporate planning processes for the Agency, and facilitates the preparation of divisional and branch plans which align with the corporate plan.

Key accountabilities

* Provide high quality expert advice to the Agency Head/Secretary and Senior Executives to enable strategic thinking and optimise the strategic planning processes for the organization
* Direct the alignment of corporate reporting systems, identification of key performance indicators and high-level targets, communication and promotional strategies and processes for review and evaluation, to facilitate identification of variations from plan and necessary remedial actions
* Provide strategic advice and high-quality tools to the Agency Head/Secretary and Senior Executives to enable a shared understanding of best practice strategic planning and to ensure that planning outcomes are highly effective and well aligned with the direction and objectives of the organization
* Source or direct the conduct of research into political, legislative, economic, social, technological, business and industry trends and analyse and interpret strategic trends to identify likely impacts on the organisation and inform the executive decision making and strategic planning processes
* Facilitate the strategic review and planning processes with the Executive and senior program/service delivery and operational leadership, to enable the development of aligned and integrated divisional/business plans
* Identify opportunities and drive changes to improve implementation and evaluation of strategic and business planning processes in the organisation to enable better performance tracking and reporting capacity

Key challenges

* Anticipating and responding to unplanned changes in Government priorities or funding appropriations which are likely to impede effective delivery against the strategic plan, and identifying mechanisms which mitigate these risks
* Balancing the focus on formal planning processes and provision of ongoing planning support to the Executive with equally critical long-term scenario modelling and strategic assessments

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Manager | * Provide expert advice on strategic planning frameworks, tools and processes and contribute to decision making regarding strategic planning approaches for the Agency * Report on progress towards business objectives and discuss future directions * Scope, conduct and provide feedback related to confidential research activities or feasibility studies |
| Executive | * Provide expert planning advice and influence decisions, support planning activities and initiatives to achieve alignment with the organisation's corporate plan * Engage to monitor trends, performance and progress against the strategic/ corporate plan and evaluate further support which may be required to ensure delivery against the plan |
| Direct Reports | * Lead, direct and support * Set performance expectations, manage performance and development |
| **External** |  |
| Other NSW Government Agencies | * Establish professional networks and relationships to maintain currency of issues; share ideas, tools and learnings; leverage intelligence; and collaborate on common responses to emerging issues * Leverage continuous improvements in planning approaches, tools or processes |
| Stakeholders | * Optimise engagement to achieve defined outcomes |
| Vendors/Service Providers and Consultants | * Negotiate and approve contracts and service level agreements * Manage contracts and monitor provision of services to ensure compliance with contracts and service arrangements |

# 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 use  Represent the organisation in an honest, ethical and professional way and set an example for others to follow  Promote a culture of integrity and professionalism within the organisation and in dealings external to government  Monitor ethical practices, standards and systems and reinforce their use  Act promptly on reported breaches of legislation, policies and guidelines | Advanced |
| **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 achievement  Actively seek, reflect and act on feedback on own performance  Translate negative feedback into an opportunity to improve  Take the initiative and act in a decisive way  Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation | 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 |
| 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 staff  Influence the organisation’s current and potential future role within government and the community, and plan appropriately  Ensure effective governance frameworks and guidance enable high-quality strategic corporate, business and operational planning  Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomes  Drive 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 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 |
| **Demonstrate Accountability**  Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | | Design and develop systems to establish and measure accountabilities  Ensure accountabilities are exercised in line with government and business goals  Exercise due diligence to ensure work health and safety risks are addressed  Oversee quality assurance practices  Model the highest standards of financial probity, demonstrating respect for public monies and other resources  Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks  Incorporate sound risk management principles and strategies into business planning | Advanced |
| Business Enablers | **Procurement and Contract Management**  Understand and apply procurement processes to ensure effective purchasing and contract performance | | Apply legal, policy and organisational guidelines and procedures relating to procurement and contract management  Develop well-written, well-structured procurement documentation that clearly sets out the business requirements  Monitor procurement and contract management processes to ensure they are open, transparent and competitive  Be aware of procurement and contract management risks, and actions to manage or mitigate risk in monitoring contract performance  Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles  Escalate procurement and contract management issues, where required | Adept |
| 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 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 |
| 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 |
| 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 | Adept |
| 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 |
| Project Management | | Understand and apply effective planning, coordination and control methods | 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 |