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| **Senior Executive Work Level Standards** | Work Contribution Stream: Professional/Technical/Specialist |
| **Classification/Grade/Band** | Band 1 |
| **Date of Approval** | 26 June 2020 |

Primary purpose of the role

The Director, Security leads the development and implementation of the Agency’s security strategy, security programs and related security activities to support the establishment of a safe and secure social and physical operating environment.

Key accountabilities

* Assess organisational security risk to formulate an Agency security strategy that promotes organisational effectiveness, reduces risks and limits exposure to liability in all areas of physical and personal risk
* Provide expert advice to key stakeholders on security matters and proactively assist Senior Executives to identify and assess strengths, opportunities, risks, vulnerabilities and complex threats to the security of their operations
* Develop, implement and lead all aspects of security related activities including investigations, training, operations, policies and procedures to comply with Government security policies and legislation, and to ensure physical and human safety
* Oversee and provide professional leadership and expertise for all aspects of security related investigations, inspections and audits to develop effective solutions to often complex and controversial problems
* Keep abreast of contextual and emerging issues of security risk and contemporary security management practices to ensure security policies and practices keep pace with current developments, technologies and emerging issues, and risks are managed and mitigated

Key challenges

* Achieving a balance between preventative action and measures to reduce or eliminate risks and the need to be prepared and respond quickly and effectively to security events as they occur
* Managing both the diversity and complexity of security matters and associated risk in a sensitive political environment

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Manager | * Provide expert advice and recommendations on security matters to improve security performance * Negotiate program budgets and resource requirements consistent with strategic plans and goals * Report on performance of the security operations, and alert the Chief Executive to potentially sensitive operational, risk or enforcement issues |
| Agency Legal Services | * Access counsel with respect to particular security enforcement matters |
| Executive | * Collaborate and provide advice in strategic and operational planning activities, budget processes, performance review and executive decision-making processes |
| Direct Reports | * Lead, guide and support * Set performance expectations and manage team performance and development |
| **External** |  |
| Other NSW Government Agencies | * Establish professional networks and relationships to maintain currency of issues, share ideas and learnings, and collaborate on common responses to emerging and/or developing issues |
| Vendors/Service Providers and Consultants | * Negotiate and approve contracts and service level agreements * Monitor performance standard and service outcomes to ensure compliance with contracts and service arrangements |
| Security and Law Enforcement Providers | * Information sharing to maintain an awareness of critical contextual influences and leverage continuous improvements in security approaches, tools or processes |

# 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 |
| Relationships | **Communicate Effectively**  Communicate clearly, actively listen to others, and respond with understanding and respect | | Present with credibility, engage diverse audiences and test levels of understanding  Translate technical and complex information clearly and concisely for diverse audiences  Create opportunities for others to contribute to discussion and debate  Contribute to and promote information sharing across the organisation  Manage complex communications that involve understanding and responding to multiple and divergent viewpoints  Explore creative ways to engage diverse audiences and communicate information  Adjust style and approach to optimise outcomes  Write fluently and persuasively in plain English and in a range of styles and formats | 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 experience  Ensure systems are in place to capture customer service insights to improve services  Initiate and develop partnerships with customers to define and evaluate service performance outcomes  Promote and manage alliances within the organisation and across the public, private and community sectors  Liaise with senior stakeholders on key issues and provide expert and influential advice  Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches  Ensure that the organisation’s systems, processes, policies and programs respond to customer needs | 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 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 | | 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 |
| Business Enablers | **Technology**  Understand and use available technologies to maximise efficiencies and effectiveness | | Champion the use of innovative technologies in the workplace  Actively manage risk to ensure compliance with cyber security and acceptable use of technology policies  Keep up to date with emerging technologies and technology trends to understand how their application can support business outcomes  Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes  Actively manage risk of breaches to appropriate records, information and knowledge management systems, protocols and policies | Advanced |
| **Procurement and Contract Management**  Understand and apply procurement processes to ensure effective purchasing and contract performance | | Ensure that employees and contractors apply government and organisational procurement and contract management policies  Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions  Promote effective risk management in procurement  Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes  Represent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors | Advanced |

| FOCUS CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
| People Management | **Manage and Develop People**  Engage and motivate staff, and develop capability and potential in others | | Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes  Adjust performance development processes to meet the diverse abilities and needs of individuals and teams  Develop work plans that consider capability, strengths and opportunities for development  Be aware of the influences of bias when managing team members  Seek feedback on own management capabilities and develop strategies to address any gaps  Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way  Monitor and report on team performance in line with established performance development frameworks | 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 | | | | |
| --- | --- | --- | --- | --- |
| **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 |
| 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 | Adept |

| COMPLEMENTARY CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Description** | **Level** |
| Results | Deliver Results | | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
| 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 |
| Project Management | | Understand and apply effective planning, coordination and control methods | Adept |
| People Management | 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 |
| Manage Reform and Change | | Support, promote and champion change, and assist others to engage with change | Adept |