Role Description
Director Media

Cluster	Planning, Industry & Environment
Agency	Department of Planning, Industry & Environment
Department/Branch/Unit	People Performance & Culture/ Communications & Engagement Strategy and Business Partnering
Location	Sydney
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
ANZSCO Code	51112
PCAT Code	1119192
Date of Approval	May 2016 (updated July 2019)
Agency Website	http://www.dpie.nsw.gov.au

Agency overview

The Planning, Industry and Environment Cluster was formed in 2019. The Cluster drives greater levels of integration and efficiency across key areas such as long-term planning, precincts, housing, property, infrastructure priorities, open space, the environment, our natural resources – land, water, mining – energy, and growing our industries. There is a strong emphasis on regional NSW.

Primary purpose of the role

Lead and deliver strategic, proactive and responsive media liaison and speech writing functions to position and promote the Department's position, achievements, programs and responsibilities.

Key accountabilities

- Develop and deliver a proactive media strategy that aligns Department and divisional communications with the Government's position, and leading proactive media and speech writing functions
- Work collegially with the Department's senior executive cohort and with central agency partners to promote identified programs and regulatory reforms and responsibilities, manage issues, provide consistent and effective messaging and promote the image of the Department
- Collaborate with Ministerial Offices, the Secretary and executive cohort to develop effective media engagement strategies, ensuring consistency in messaging and alignment with the Government's strategic position on identified issues and objectives
- Represent and present the Department's position on priority and emerging issues to the media, as delegated by the Executive Director
- Foster and develop relationships with state-wide, national and industry focused media agencies to ensure the Department's position on key initiatives, policies, regulatory reforms and programs and operational activities is on message and promoted

- Manage, coordinate and review communication content for the Minister's Office including, briefing documents, media releases and responses, speeches, FAQs and Parliamentary Questions
- Maintain a thorough knowledge of changing and volatile industries and political environments, recognising promotional opportunities and potential issues for the Department to develop appropriate media strategy to proactively address emerging issues
- Work in partnership with the other Branch Directors to ensure a fully integrated strategic communications service.

Key challenges

- Operates in a high pressure and highly confidential environment where tact and diplomacy are paramount, often dealing with issues on a 24/7 basis, and where tight deadlines must be met
- Apply diplomacy, confidentiality and astute judgment in evaluating and imparting advice on potentially sensitive and controversial issues, and providing appropriate responses
- Effective prioritisation and resource allocation ensuring quality media, social media and speech writing services are provided to multiple Ministers, the Secretary, Senior Executives, Divisions and business lines across the cluster within tight timelines

Key relationships

Who	Why
Ministerial	
Portfolio Ministers and Ministerial Offices	• Ensures effective issue management, provides speech notes, briefing documents, and high quality media materials, acts as the initial liaison on contentious issues for media representatives
Internal	
Secretary, Deputy Secretary, Executive Director	• Ensure they are fully informed of contentious issues; maintains an effective flow of information within the Department and Ministerial Offices
Departmental staff	• Ensure a consistent and integrated approach to the delivery of messages, promoting the image of the department and its programs • Ensures effective stakeholder and media management by staff
Senior management team	• Ensures that the Directors and Executive Directors across the Department are fully informed on all media and issues management matters • Maintains an effective flow of communication with the Department Executive Directors and Ministerial Offices
External	
Other state and federal government agencies	• Liaises with a large network of contacts at senior levels across other State, Federal and international agencies

Who	Why
Private sector executives, media	• Develop strong networks for effective issue management, initiates negotiations with media and issues management representatives to ensure a consistent image of the department and its programs

Role dimensions

Decision making

- Exercises judgment and discretion in managing media, industry and community expectations, prioritising and managing urgent issues
- Drives a highly responsive and energised team of professionals to effectively manage media liaison and response to emerging state-wide, national and international issues
- Advises on significant day-to-day decisions related to communication directions and issues management
- Provides specialist advice in relation to communications strategies to the Executive Director, Ministers, and Secretary

Reporting line

Executive Director Communications and Engagement

Direct reports

TBA

Budget/Expenditure

TBA

Essential requirements

- Tertiary qualifications in media, communications or related and/or relevant level of executive experience in the industry

- Willingness and ability to be on call 24/7 as required

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
Personal Attributes	**Display Resilience and Courage**	**Highly Advanced**
	Act with Integrity	**Advanced**
	Manage Self	Advanced
	Value Diversity	Adept
Relationships	**Communicate Effectively**	**Highly Advanced**
	Commit to Customer Service	**Advanced**
	Work Collaboratively	**Highly Advanced**
	Influence and Negotiate	Advanced
Results	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	**Advanced**
	Demonstrate Accountability	**Advanced**
Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	**Advanced**
People Management	**Manage and Develop People**	**Advanced**
	Inspire Direction and Purpose	**Advanced**
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Advanced

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Highly Advanced	• Create a climate which encourages and supports openness, persistence and genuine debate around critical issues • Provide sound exposition and argument for agreed positions while remaining open to valid suggestions for change • Raise critical issues and make tough decisions • Respond to significant, complex and novel challenges with a high level of resilience and persistence

Group and Capability	Level	Behavioural Indicators
		• Consistently use a range of strategies to keep control of own emotions and act as a stabilising influence even in the most challenging situations
Personal Attributes Act with Integrity	Advanced	• Model the highest standards of ethical behaviour and reinforce them in others • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Ensure that others have a working understanding of the legislation and policy framework within which they operate • 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 on reported breaches of rules, policies and guidelines
Relationships Communicate Effectively	Highly Advanced	• 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 cross-government, cross-jurisdictionally and outside of government • Actively listen, and identify ways to ensure all have an opportunity to contribute • Anticipate and address key areas of interest for the audience and adapt style under pressure
Relationships Commit to Customer Service	Advanced	• Promote a culture of quality customer service in the organisation • 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 • Ensure that the organisation′s systems, processes, policies and programs respond to customer needs
Relationships Work Collaboratively	Highly Advanced	• Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector • Publicly celebrate the successful outcomes of collaboration • Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop organisational, whole-of-government and cross-jurisdictional solutions • Identify and overcome barriers to collaboration with internal and external stakeholders

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Results Think and Solve Problems	Advanced	• 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 • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements • Implement systems and processes that underpin high quality research and analysis
Results Demonstrate Accountability	Advanced	• 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
Business Enablers Project Management	Advanced	• Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts′ knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals
People Management Manage and Develop People	Advanced	• Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Provide timely, constructive and objective feedback to staff • Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way

Group and Capability	Level	Behavioural Indicators
		• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
People Management Inspire Direction and Purpose	Advanced	• Promote a sense of purpose and enable others to understand the links between government policy and organisational goals • Build a shared sense of direction, clarify priorities and goals and inspire others to achieve them • Work with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomes • Create opportunities for recognising and celebrating high performance at the individual and team level • Work to remove barriers to achievement of goals

Role Description
Director, Communication & Culture

Cluster	Planning, Industry and Environment
Agency	Department of Planning, Industry and Environment
Division/Branch/Unit	People Performance & Culture/ Communication Engagement Services
Location	Sydney
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
ANZSCO Code	131114
PCAT Code	1221492
Date of Approval	October 2019
Agency Website	http://www.dpie.nsw.gov.au

Agency overview

The Planning, Industry and Environment Cluster was formed in 2019. The Cluster drives greater levels of integration and efficiency across key areas such as long-term planning, precincts, housing, property, infrastructure priorities, open space, the environment, our natural resources – land, water, mining – energy, and growing our industries. There is a strong emphasis on regional NSW.

Primary purpose of the role

Lead and deliver effective internal communications that align to, and support, the department's strategic direction. Lead the creation, management and coordination of internal communications which staff engagement and the vision for the department's culture.

Key accountabilities

- Lead and manage a team focused on internal communications, embedding effective processes and systems to ensure internal communications are current, relevant and communicated in a way that engages and informs staff
- Develop and embed an internal communications strategy with associated programs; developing and monitoring metrics, and establishing feedback mechanisms to assess and manage planned and unplanned communications, ensuring they effectively target, inform and engage staff
- Research, write, design, edit and layout content for a variety of internal communications mediums.
- Proactively source and update internal business news across the regions, keeping staff informed of current developments, acting as the primary source of internal communications and responding to staff questions
- Work collegially with senior executives to ensure messages or scripts are effectively targeted, on message and engaging to ensure their presentation is of high professional quality
- Build and promote the profile of the department's programs and focus, and ensure internal messages are consistent across all mediums and with external communications

- Effectively manage the internal communication response to current and emerging issues impacting the department's brand, image and reputation; formulating and implementing effective strategies for issues management and facilitating issue resolution
- Provide expert advice to senior executives of current or emerging issues and developments throughout the department and providing recommended actions

Key challenges

- Actively researching and maintaining up to date knowledge and understanding of the current and emerging programs and activities of the department, government policy, regulatory and legislative issues, ensuring that there is effective, timely and accurate information available to respond to internal enquiries
- Identify, research and promote the adoption of new technologies and methods of internal communications that support and enhance staff engagement
- Monitoring and nurturing internal stakeholder relationships while being mindful of disparate reporting structures and conflicting expectations or agenda

Key relationships

Who	Why
Internal	
Secretary, Deputy Secretaries, Executive Directors	• Ensure they are fully informed of contentious issues; maintains an effective flow of information within the department and ministerial offices
Executive Director	• Seek advice and negotiate performance standards and work activities • Provide regular reports on work program and flag issues that need resolving
Executive Leadership Teams	• Work closely with subject matter experts and Executive Leadership Teams to approve publish articles in internal publications and support materials for managers
Subject matter experts within the Division and throughout the department	• Share information and transfer specialist knowledge, expertise and skills
Other staff	• Source data and information and provide advice on a wide range of communication initiatives and projects
External	
Consultants, vendors and contractors	• To seek input and to manage contracts and service provision

Role dimensions

Decision making

- The role has autonomy to deliver internal communication programs, and to change priorities within approved business plans
- Human, financial and physical resources under the control of the director can be re-allocated within delegations

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- Plans, leads and organises the work of teams and manages resources through appropriate procurement processes
- Refers to Executive Director only those decisions that are contentious, or which require a higher delegation or approval

Reporting line

Executive Director, Communication Engagement

Direct reports

TBA

Budget/Expenditure

TBA

Essential requirements

- Tertiary qualifications in media, communications or related and/or relevant level of experience in the industry
- Experience in a communications team, especially internal communication, for a large organisation

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

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Capability Group	**Capability Name**	**Level**
Personal Attributes	Display Resilience and Courage	Adept
	Act with Integrity	**Adept**
	Manage Self	Intermediate
	Value Diversity	Adept
Relationships	**Communicate Effectively**	**Advanced**
	Commit to Customer Service	**Highly Advanced**
	Work Collaboratively	Adept
	Influence and Negotiate	Intermediate
Results	Deliver Results	Adept
	Plan and Prioritise	Adept
	Think and Solve Problems	Advanced
	Demonstrate Accountability	**Advanced**
Business Enablers	Finance	Adept
	Technology	**Adept**
	Procurement and Contract Management	Adept
	Project Management	**Adept**
People Management	**Manage and Develop People**	**Advanced**
	Inspire Direction and Purpose	**Highly Advanced**
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

Focus capabilities

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NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Personal Attributes Act with Integrity	Adept	• Represent the organisation in an honest, ethical and professional way and encourage others to do so • Demonstrate professionalism to support a culture of integrity within the team/unit • Set an example for others to follow and identify and explain ethical issues

Group and Capability	Level	Behavioural Indicators
		• Ensure that others understand the legislation and policy framework within which they operate • Act to prevent and report misconduct, illegal and inappropriate behaviour
Relationships Communicate Effectively	Advanced	• Present with credibility, engage varied audiences and test levels of understanding • Translate technical and complex information concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Actively listen and encourage others to contribute inputs • Adjust style and approach to optimise outcomes • Write fluently and persuasively in a range of styles and formats
Relationships Commit to Customer Service	Highly Advanced	• Create a culture which 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 services 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
Results Demonstrate Accountability	Advanced	• 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
Business Enablers Technology	Adept	• Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks • Identify opportunities to use a broad range of communications technologies to deliver effective messages • Understand, act on and monitor compliance with information and communications security and use policies

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NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• Identify ways to leverage the value of technology to achieve team/unit outcomes, using the existing technology of the business • Support compliance with the records, information and knowledge management requirements of the organisation
Business Enablers Project Management	Adept	• Prepare clear project proposals and define scope and goals in measurable terms • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Prepare accurate estimates of costs and resources required for more complex projects • Communicate the project strategy and its expected benefits to others • Monitor the completion of project milestones against goals and initiate amendments where necessary • Evaluate progress and identify improvements to inform future projects
People Management Manage and Develop People	Advanced	• Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Provide timely, constructive and objective feedback to staff • Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
People Management Inspire Direction and Purpose	Highly Advanced	• Champion the organisational vision and strategy, anc communicate the way forward • Create a culture of confidence and trust in future direction • Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation • Communicate the parameters and expectations surrounding organisational strategies • Celebrate organisational success and high performance and engage in activities to maintain morale

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