

Role Description

Director, Export & Export Programs



Treasury

Cluster	Treasury
Agency	NSW Treasury
Division/Branch/Unit	Trade
Location	Sydney CBD
Classification/Grade/Band	Band 1
Kind of Employment	Ongoing
ANZSCO Code	221111
PCAT Code	1229192
Date of Approval	17 September 2020
Agency Website	https://www.treasury.nsw.gov.au

The Organisation

NSW Treasury helps guide the State's growth for the benefit of the people who live, work and study in NSW. We do this by managing the State's finances and assets to make sure the community is gaining the most value from them and supporting reforms to maintain a strong and competitive economy. Our work includes boosting trade, investment and tourism, developing industry, supporting jobs growth, improving service delivery to the community and increasing living standards. We are purposeful and outcomes focused.

NSW is made up of a diverse community with different needs. It is crucial for us to understand and involve the voices of these communities that we serve, design and create policies for. We believe a diverse workplace, where the best people for the job collaborate towards great outcomes, is a world-class workplace. Therefore, we are always on the lookout for people who can bring diverse perspectives that reflect NSW communities to ensure we are effective in the work we do.

Information about the structure and functions of the NSW Treasury can be sourced on our website: <https://www.treasury.nsw.gov.au> (Refer to "About Treasury" and "Our Treasury Team").

About Trade

The Trade team is accountable for managing the international Trade and Investment teams offshore, the supporting onshore team, for job creation and economic development through supporting NSW exporters to expand into international markets and supporting International Education through Study NSW. We support trade and investment from international markets, with an expanding suite of offices in key international locations. Our international teams focus on attracting global trade through supporting exporters reach their ideal offshore markets and attracting foreign direct investment into NSW for the Jobs, Investment and Tourism division to collaborate to ensure that foreign direct investment attracted to NSW is welcomed and retained.

Trade is jointly responsible for ensuring NSW remains globally competitive and invests in the industries and places that will ensure NSW remains a great place to live and work, not just now, but well into the future. Our goals, designed to create economic growth that benefits the citizens of NSW, include:



- Grow capital investment in NSW
- Position NSW globally and nationally for investment and trade growth
- Attract skilled labour, technology and innovative practices from across the world to ensure NSW is a leader in future industry sectors and technologies
- Support NSW exporters to reach and leverage offshore markets

Primary purpose of the role

The Director, Exports and Export Programs will set the vision and lead the team that designs and delivers the NSW Government's support programs and services for NSW exporters. The team focus on increasing the number of exporters across the state and driving the diversification of NSW's exports, supporting priority industries export into priority markets, to create jobs and support the regions.

Key programs and services the Director is responsible for include:

- the NSW Export Advisory team, delivered through the Tradestart program in partnership with Austrade, located in Sydney and across regional New South Wales;
- the Exporter Assistance Grant program;
- the Going Global export program;
- a new digital trade and E-commerce program;
- and NSW's export policy, including the provision of advocacy and policy advice to the Commonwealth to assist NSW business access the benefits of free trade agreements

You will motivate and coach the Export team, and lead engagement with senior stakeholders, including Ministerial offices, to develop initiatives that ensure these export programs succeed, including the marketing and evaluation of programs. You will also represent the State at export related forums and provide strategic advice to priority exporting businesses.

In delivering these programs you will be expected to both lead and work across project teams in the NSW Government, including with its network of international offices and regional export advisors. The role will also work with other trade service agencies including Federal Government (Austrade, Department of Foreign Affairs and Trade and others) and local, state and federal government agencies, industry associations, bi-lateral chambers of commerce, private service providers that support and assist businesses with their export activities.

The Ideal Candidate

- **You are an experienced leader.** Makes a difference by leading and developing the team that designs and delivers the NSW Government's support programs and services for NSW exporters.
- **You are a trusted expert advisor.** Providing high quality, insightful and strategic advice and recommendations to the Executive Director, Deputy Secretary, Secretary and Ministers.
- **You are a collaborator.** Actively develops relationships and engages with a wide range of external stakeholders, to create jobs and support the regions.
- **You are a strategic thinker.** Identifies, develops and implements effective programs that meet Government Objectives.
- **You are innovative.** Thinking creatively and drawing on world-leading best practice to provide innovative solutions to rapidly evolving economic opportunities and disruption.

Key accountabilities

- Lead and motivate a high performing team, located in Sydney and regional NSW, to deliver outcomes for NSW businesses, reporting on performance, outcomes and key management issues.
- Develop and deliver measurable export assistance programs and services in a timely, efficient and cost-effective manner that increase the success rate of exporters, including analysis and reporting on program outcomes.
- Provide purpose, build staff capability and embed a culture of customer service excellence, ownership, collaboration, integrity and innovation.
- Build awareness of the purpose and capabilities of the Export team across government. Work collegiately with other Directors across the Trade, Tourism, Investment and Precincts portfolio, and NSW Treasury more broadly, to bring your export subject matter expertise to the forefront.
- Manage the day-to-day people, legal, financial and contractual risks and obligations for the Export team and ensure that a control framework is in place to manage these risks as appropriate.
- Manage relationships at a senior level with key government and external stakeholders and coordinate promotion and delivery of NSW export programs with other NSW Government agencies (Service NSW, Department of Regional NSW, Department of Planning Industry and Environment), Austrade, Joint Organisations of Councils, local government and councils, bilateral chambers of commerce and other allies.
- Prepare media releases, written briefings, reports, submissions as well as Ministerial briefing papers and correspondence on issues relating to the export support programs.

Key challenges

- Lead and motivate a high performing team and work in agile project teams across multiple government agencies.
- Communicate with influence and manage the competing interests and deadlines of diverse stakeholders, working closely with the Deputy Premier and his office.
- Achieve project deadlines and milestones to the required standards, within budget, while coordinating complex multiple projects which are often interconnected and politically sensitive.
- Maintain knowledge and management of key export and international issues, challenges and barriers to successful program implementation, and management and reporting of the export support programs.
- Ensure effective communication and engagement with the Export team including regionally based members, NSW's network of international offices, NSW Treasury and other government agencies.

Key relationships

Who	Why
Ministerial	
Premier and Deputy Premier Offices	<ul style="list-style-type: none"> • To provide expert briefings on the NSW's export programs and services, and export related issues impacting NSW businesses.
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Who	Why
Internal	
Executive Director, Trade and International	<ul style="list-style-type: none"> Provide strategic advice with regard to NSW's export strategy and issues, and the performance, management and operations of the Export team
Senior management team	<ul style="list-style-type: none"> Identify and promote the capabilities and benefits of the Export team and NSW exporters. Collaborate closely on strategy development, business planning, submission of briefs and advice, and management of significant projects and/or issues.
Team	<ul style="list-style-type: none"> Provide guidance and advice, foster expertise within teams to ensure a consistent high-quality output. Provide information and advice about organisational objectives, policies and procedures.
External	
State and Federal Government Agencies	<ul style="list-style-type: none"> Establish relationships and networks to promote the Export team and highlight the capabilities and services of the team. Work closely to coordinate activities to ensure the delivery of successful activities.
Peak industry and export related bodies	<ul style="list-style-type: none"> Establish relationships and networks to promote the Export team and highlight the capabilities and services of the team. Work closely to coordinate activities to ensure the delivery of successful activities.

Role dimensions

Decision making

- Has autonomy to drive the delivery of strategic programs and make day-to-day decisions, prioritising projects and programs.
- Human, financial and physical resources under the control of the Director can be re-allocated without referral.
- Plans, leads and organizes the work of teams and manages resources through appropriate procurement processes.
- Refers to the Executive Director only those decisions that involve a significant change in the organisational structure, government to government missions, or which require a higher delegation or approval.

Reporting line

Executive Director, Trade and International

Direct reports

Up to 6

Budget/Expenditure

TBA

Essential requirements

- Demonstrated experience and understanding of export and international business development, with relevant work experience in export, trade or international roles.
- Substantial management experience, including leadership, change management and strategy skills, and experience in leading and motivating a senior management group and managing a cohesive and high performing team of professionals.
- Strong communication skills and an ability to engage and negotiate with diverse stakeholders, a demonstrated ability to exercise leadership and influence in dealings with external stakeholders.
- Knowledge and understanding, or the demonstrated ability to develop an understanding of, the NSW Government's international policies and programs, NSW's export capability and the international market dynamics and key sectors relevant to the State's economic growth.
- Demonstrated analytical and strategic thinking skills and program management capabilities, including expertise in preparing Ministerial advice which reflects Government objectives.
- Relevant tertiary qualifications, or experience.

Desirable requirements

- High level understanding of Government protocols and procedures, with a thorough knowledge and understanding, or the demonstrated ability to develop an understanding of, the machinery of government, the policy process and the relevant statutory requirements that underpin the NSW Treasury's operations.

Our Commitment to Diversity

At NSW Treasury, we are committed to building a respectful workplace, appointing the best person for the role, and supporting diversity across all areas. We are on a journey to become more inclusive.

We have a Diversity and Inclusion Council that works to ensure we are increasing representation of women, Aboriginal and Torres Strait Islander people and people with a disability in our workplace.






We know this is just the start of our journey, but we are determined to see it through.

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

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	Advanced	<ul style="list-style-type: none"> • 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 • 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	<ul style="list-style-type: none"> • 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	Advanced	<ul style="list-style-type: none"> • 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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Work Collaboratively	Highly Advanced	<ul style="list-style-type: none"> 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 solutions across the organisation, government and other jurisdictions Identify and overcome barriers to collaboration with internal and external stakeholders
Relationships Influence and Negotiate	Advanced	<ul style="list-style-type: none"> Influence others with a fair and considered approach and present persuasive counter-arguments Work towards mutually beneficial 'win-win' outcomes Show sensitivity and understanding in resolving acute and complex conflicts and differences Identify key stakeholders and gain their support in advance Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise Anticipate and minimise conflict within the organisation and with external stakeholders
Results Deliver Results	Highly Advanced	<ul style="list-style-type: none"> 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
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> 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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Business Enablers Project Management	Highly Advanced	<ul style="list-style-type: none"> • Ensure there are systems and effective governance processes in place for project management • Make decisions on accepting projects based on business cases • Use the historical, political and broader context to inform project directions and mitigate risk • Obtain key stakeholders' commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication • Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances • Drive the changes required to realise the business benefits of the project • Ensure that project management decisions consider interdependencies between projects
People Management Manage and Develop People	Highly Advanced	<ul style="list-style-type: none"> • Ensure performance development frameworks are in place to manage staff performance, drive the development of organisational capability and undertake succession planning • Drive executive capability development and ensure effective succession management practices • Implement effective approaches to identify and develop talent across the organisation • Model and encourage a culture of continuous learning and leadership that values high levels of constructive feedback and exposure to new experiences • Drive a culture of high performance and ensure performance issues are addressed as a priority
People Management Optimise Business Outcomes	Advanced	<ul style="list-style-type: none"> • Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals • Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences • Encourage team members to take calculated risks to support innovation and improvement • Align systems and processes to encourage improved performance and outcomes