

Role Description

Director, Strategy & Reform



Regional
NSW

Cluster	Regional NSW
Department/Agency	Department of Regional NSW
Division/Branch/Unit	Strategy, Delivery and Performance
Location	Location Negotiable
Classification/Grade/Band	Senior Executive Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
ANZSCO Code	132111
PCAT Code	2119192
Date of Approval	March 2021
Agency Website	http://www.nsw.gov.au/regionalnsw

Agency overview

The Department of Regional NSW was formed in 2020 as a central agency for regional issues. The Department is responsible for building resilient regional economies and communities, strengthening primary industries, managing the use of regional land, overseeing the state's mineral and mining resources and ensuring government investment in regional NSW is fair and delivers positive outcomes for local communities and businesses.

Primary purpose of the role

The Director leads bold reform projects and develops innovative, evidence-based solutions to complex policy problems to make regional NSW an even better place to live, work and invest. The role is an influential leader that champions change by building partnerships across government to meet the ambition of the [20-Year Economic Vision for Regional NSW](#).

The Director leads the Strategy & Reform Unit to deliver strategic priorities for the Minister for Regional NSW and the Secretary of the Department of Regional NSW. The role is a trusted policy advisor on contemporary issues impacting regional industries and communities.

Key accountabilities

- Provide trusted and strategic support to the Minister, Secretary and Senior Executives to drive the Government's reform agenda for regional NSW.
- Establish and maintain partnerships with senior leaders across the NSW Government and other organisations to support delivery of the 20-Year Economic Vision for Regional NSW and other regional development strategies.
- Design, implement and drive bold reforms to make regional NSW an even better place to live, work and invest in collaboration with lead agencies.
- As part of the senior leadership team, develop the Branch's capability and build a culture that fosters innovative thinking and embraces collaborative approaches to working with other senior executives across the Department of Regional NSW and with other relevant agencies.
- Evaluate, synthesise and critically analyse highly complex and politically sensitive issues and concerns affecting delivery of strategic priorities for the Minister, and proactively develop sound and well-balanced solutions.

Key challenges

- Establishing collaborative high-level relationships across a broad range of agencies, negotiating and influencing to deliver strategic priorities for the Minister and the Secretary.
- Achieving outcomes in an environment where implementation can be reliant on other agencies but there is limited direct authority over these other agencies.
- Developing sound evidence-based policy positions on greenfield issues where there is minimal precedent, or where issues have high impact on multiple communities and sectors within the state.

Key relationships

Who	Why
Ministerial	
Ministers, Minister's Office, other Ministerial Offices	<ul style="list-style-type: none">• Brief Ministers and Ministerial Offices with regard to policy position.• Steward policy and associated implementation actions through Cabinet processes.
Internal	
Executive Director/Deputy Secretary Strategy, Delivery and Performance	<ul style="list-style-type: none">• Act as subject matter expert on policy frameworks and development, providing strategic policy advice and recommendations to support organisational decisions and initiatives.
Work team	<ul style="list-style-type: none">• Provide leadership, guidance and day-to-day management of the team with a focus on developing skills and strategic capabilities.
External	
Cluster and Public Sector agencies	<ul style="list-style-type: none">• Establish and maintain relationships with key stakeholders to optimise engagement, consultation, negotiation and facilitation of policy alignment, implementation and response.
Government, public sector, non-government, industry and community sectors	<ul style="list-style-type: none">• Participate in the coordination of a whole-of-government approach between key NSW government stakeholders. Manage effective relationships and establish strategic partnerships and networks with key government stakeholders and ensure the successful delivery of whole-of-government initiatives.

Role dimensions

Decision making

The Director is expected to operate with a high level of autonomy and is accountable for the timeliness, content, quality and reliability of advice provided and work performed and has authority to determine day to day work priorities, allocating duties and decision relating to the quality of work assigned.

Reporting line

Executive Director – Strategy & Economics

Direct and indirect reports

8-10

Budget/Expenditure

N/A

Essential requirements

- Appropriate tertiary qualifications or equivalent, relevant professional experience and training.

Key knowledge and experience

- Extensive successful experience in leading the delivery of policy reforms or resolution of complex policy problems.
- Proven experience using data analysis to solve problems and develop innovative solutions.

Capabilities for the role

The [NSW public sector 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
	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • 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
		Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> • 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
	Work Collaboratively Collaborate with others and value their contribution	<ul style="list-style-type: none"> • Recognise outcomes achieved through effective collaboration between teams • Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government • Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions • Network extensively across government and organisations to increase collaboration • Encourage others to use appropriate collaboration approaches and tools, including digital technologies 	Advanced
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	<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 	Advanced

FOCUS CAPABILITIES






Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> 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 	
	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"> • 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 • Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives 	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
	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	Advanced
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	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	Advanced
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	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
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
	Project Management	Understand and apply effective planning, coordination and control methods	Advanced
 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	Advanced