# Role Description

# Associate Director, Governance

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| **Role Description Fields** | **Details** |
| **Cluster** | **Premier and Cabinet** |
| **Department/Agency** | **The Cabinet Office** |
| **Division/Branch/Unit** | **General Counsel/Cabinet and Governance Branch** |
| **Role number** | **26431** |
| **Classification/Grade/Band** | **Clerk Grade 11/12** |
| **Senior executive work level standards** | **Not Applicable** |
| **ANZSCO Code** | **221214** |
| **PCAT Code** | **2221392** |
| **Date of Approval** | **October 2022** |
| **Agency Website** | [**https://www.nsw.gov.au/the-cabinet-office**](https://www.nsw.gov.au/the-cabinet-office) |

## Agency overview

The Cabinet Office (**TCO**) leads policy, strategy and integrity from the heart of Government.   
  
TCO:

* supports the Premier and Cabinet in their roles as decision-makers with expert policy advice informed by data, evidence, consultation and a focus on the bigger picture.
* coordinates, and at times leads, policy reform to drive the Government’s priorities.
* advances NSW's interests at a national level through strategic advice to the Premier and Cabinet on intergovernmental matters.
* upholds Cabinet conventions and good Cabinet practice to support better decision-making, including support for the Secretary in their role as Cabinet Secretary.
* helps the Government deliver its agenda lawfully and effectively through good governance and expert legal advice.
* builds public trust in government by supporting institutional and individual integrity.

TCO is made up of four groups: Office of General Counsel (**OGC**), Social Policy and Intergovernmental Relations (**SPIR**), Energy, Environment and Evidence (**EEE**) and Economic, Housing and Infrastructure Policy (**EHIP**).

For more information go to <https://www.nsw.gov.au/the-cabinet-office>

## Primary purpose of the role

Provide specialist advice and manage the development, implementation, project management and reporting on corporate governance activities, both internal and cluster-wide in focus to mitigate corporate risks, maintain appropriate business governance processes and ensure appropriate and cost-effective outcomes.

## Key accountabilities

* Undertake corporate governance activities to provide high assurance to the Secretary and DPC senior executives that adequate systems are in place, which are routinely performed, are effective and comply with best practice and relevant public sector policy.
* Maintain awareness of Department activities and direction and ensure policy suite appropriately addresses risks and compliance requirements. Assess shortcomings and working with stakeholders, draft recommended amendments as appropriate.
* Provide timely and accurate advice and assistance to Government on governance systems to enable the Government to achieve its strategic objectives.
* Develop business cases and governance improvement initiatives by providing and analysing information, including gap analysis, reporting and developing ‘what if’ scenarios.
* Undertake allocated audit, risk and procurement associated projects to targeted timeframes and instigate timely and effective trouble shooting actions as required.
* Lead the development, promulgation and application of policies and practice for allocated review and promote a positive culture of high-quality governance to aid sound decision making and systematically managing risk through continuously improving processes in DPC and/or the cluster.
* Work with the department and cluster agencies to gain their contribution, resources and support and negotiate actions as required.
* Contribute to other project teams and initiatives in DPC and cluster agencies, providing highly skilled input, strategic advice, consultation, evaluation and expert report writing skills.

## Key challenges

* Leading, influencing and implementing policy and system change in an environment where benefits of such change may be difficult to quantify and demonstrate while simultaneously maintaining a department and or cluster-wide perspective when researching and developing advice on governance activities.
* Completing projects and offering high level authoritative advice and expert reports on governance related issues within agreed budgets, timeframes and performance standards while also managing a fluctuating workload of other tasks.

## Key relationships

**Internal**

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| Who | Why |
| Director | * To support the Director with specialist advice on corporate governance initiatives in respect to mitigating corporate risks internally and on a cluster wide basis including central agencies, and to consult on the most apt and cost-effective options for the department. |
| Work team | * Maintain effective working relationships to ensure collaboration and communication to facilitate a consolidated approach. |
| Branch Managers/Group Business Management/Executive Officers | * Work in collaboration with other business support staff to ensure understanding and direction of governance projects and initiatives at Branch level. |

**External**

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| Who | Why |
| External stakeholders | * Develop and maintain effective working relationships to provide advice and support in coordination of information to cluster entities. |

## Role dimensions

### Decision making

Decisions which are made by this role include:  
• Operational decisions regarding the planning and organisation of their work and/or the work of the team to achieve business objectives and performance criteria, within approved work and project plans.  
• Is an authoritative source of advice for internal and external stakeholders on corporate governance learning strategies and activities.  
• Is individually accountable for the reports, analysis, briefings and other forms of written advice prepared for the Director, Executive Director, Deputy Secretary, often on complex issues  
Decisions referred to a supervisor include:  
• New policies and significant policy changes.  
• Any decision that will substantially alter the outcomes or timeframe of a project and on major policy issues or conflicts arising in the course of project and other duties.  
• Matters requiring a higher delegated authority such as approval for expenditure, appropriation of resources and/or travel and matters requiring submission to the Secretary or Premier’s Office.

### Reporting line

The role reports to the Director.

### Direct reports

1 - 3

### Budget/Expenditure

Financial delegation: Expenditure limit – $50,000  
Administrative Delegation: Category D

## **Key knowledge and experience**

* Demonstrated advanced level of project management skills and experience in managing diverse complex governance projects and activities.
* Sound knowledge and understanding of the machinery of government, government functions and of the structure and functions of the department.

## Essential requirements

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

## 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

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| **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 |
| relationships | **Influence and Negotiate**  Gain consensus and commitment from others, and resolve issues and conflicts | 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 | Advanced |
| results | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | Seek and apply the expertise of key individuals to achieve organisational outcomes  Drive a culture of achievement and acknowledge input from others  Determine how outcomes will be measured and guide others on evaluation methods  Investigate and create opportunities to enhance the achievement of organisational objectives  Make sure others understand that on-time and on-budget results are required and how overall success is defined  Control business unit output to ensure government outcomes are achieved within budgets  Progress organisational priorities and ensure that resources are acquired and used effectively | 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 |
| business-enablers | **Project Management**  Understand and apply effective planning, coordination and control methods | Prepare and review project scope and business cases for projects with multiple interdependencies  Access key subject-matter experts’ knowledge to inform project plans and directions  Design and implement effective stakeholder engagement and communications strategies for all project stages  Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning  Develop effective strategies to remedy variances from project plans and minimise impact  Manage transitions between project stages and ensure that changes are consistent with organisational goals  Participate in governance processes such as project steering groups | Advanced |
| 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.

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| **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 | Adept |
| personal-attributes | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| personal-attributes | 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 |
| relationships | Work Collaboratively | Collaborate with others and value their contribution | Adept |
| results | Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | Adept |
| results | 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 | Intermediate |
| business-enablers | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| business-enablers | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
| people-management | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
| people-management | Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Adept |
| people-management | Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Intermediate |