

Role Description

Manager Leadership Development

Cluster	Planning, Industry and Environment
Agency	Department of Planning, Industry and Environment
Division/Branch/Unit	People Performance & Culture/ / Capability and Inclusion/ Capability & Development
Location	Parramatta
Classification/Grade/Band	Clerk Grade 11/12
Role Family	Bespoke/ People & Culture/ Lead
ANZSCO Code	223111
PCAT Code	1224392
Date of Approval	March 2020
Agency Website	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

The role partners with the Department's executive leadership team to identify and develop potential and existing leadership talent and capability, developing and delivering programs in line with strategy that reflects the departmental vision, values. The role implements the Department's leadership and development strategy and empowers the potential of its leaders through customised development programs and tools. The role facilitates learning workshops for senior internal customers and provides individual coaching to leaders.

Key accountabilities

- Lead the provision of strategic leadership development advice, programs and services to achieve cultural change, build the engagement and performance of current and future leaders to meet business outcomes.
- Develop, manage and coordinate the delivery of innovative department-wide programs, facilitating learning workshops, events and tools in relation to leadership and talent development that draw on best practice learning and knowledge management theories and practices
- Consults with divisional executive teams to understand training needs and provide tailored solutions for technical and (leadership / core skills) training for their leadership teams; undertaking leadership development needs analysis and tailor learning solutions for leaders at all levels of the organization.
- Manage project teams and coach Leadership Development team members to be a highly professional, customer oriented, innovative and future-focused team

- Participate in whole of sector initiatives and drive the implementation of L&D outcomes of the PSC reform agenda including performance development framework, capability framework and equity initiatives.
- Provide executive and managers with professional advice, coaching and support in managing their teams and in the implementation of change programs
- Work in partnership with other People Performance and Culture teams, developing and managing internal networks to facilitate effective engagement and participation in business planning leading to integration of HR programs into business planning and priorities.
- Monitor emerging themes and trends in contemporary leadership development best practice and make recommendations on fit for purpose solutions.

Key challenges

- Engaging and influencing decision makers to align leadership development activities with business objectives.
- Establishing business partner relationships with clients and stakeholders and deliver effective leadership programs and outcomes.
- Improve change leadership capability for all departmental leaders

Key relationships

Who	Why
Internal	
Director Capability & Development	<ul style="list-style-type: none"> • Provide expert strategic and technical advice to influence decisions regarding Leadership Development program initiatives and innovation • Provide information regarding critical issues and status of projects and strategies
Executive, managers and staff	<ul style="list-style-type: none"> • Provide expert advice regarding Leadership Development initiatives, practice and decisions to achieve people management, change and business improvement outcomes • Facilitate adoption of best practice Leadership Development strategies and programs where there are conflicting interests and opinions • Provide information regarding agency and sector wide programs and policies • Ensure compliance with agency and sector policies and legislation. •
Leadership Development team	<ul style="list-style-type: none"> • Inspire and motivate team, provide direction and manage performance • Encourage and support team to work collaboratively to achieve business outcomes for clients • Participate in meetings to represent project team perspective and share information. • Participate in discussions and decisions regarding implementation of innovation and best practice

Who	Why
External	
Public Service Commission and central agencies	<ul style="list-style-type: none"> • Support and participate in central agency initiatives • Work in partnership to deliver whole of sector change • Represent agency interests and influence outcomes
Vendors/Consultants/Training providers	<ul style="list-style-type: none"> • Consult, give and obtain information, negotiate required outcomes and timeframes and develop and maintain ongoing working relationships and networks

Role dimensions

Decision making

- Acts independently in determining the priorities for work of the project team.
- Prioritises and manages multiple tasks and demands including matters with critical turnaround times required by internal clients, including the Director, Executive Director, Deputy Secretary and Secretary.
- Makes day to day decisions and provides guidance on appropriate courses of action that might be taken to address issues.
- Exercises discretion in determining the approach to work undertaken and is responsible for interpretation and recommendations made.
- Coordinates projects undertaken and provides guidance on organisational aspects of work, monitors work output and monitors and evaluates performance of project staff.

Reporting line

Director Capability & Development

Direct reports

4-6 Direct reports

Budget/Expenditure

TBC

Essential requirements

- Tertiary qualifications in leadership, management or organisational psychology organisational development, learning and development, adult education or equivalent experience.
- Certificate 4 in Training and Assessment
- Experience in coaching senior executives, accreditation in coaching
- Sound knowledge of relevant legislation and the legislative framework, government policies and reforms, and current public sector trends.
- Current NSW Driver Licence and ability to travel overnight

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.

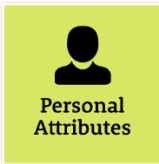

The capabilities are separated into **focus capabilities** and **complementary capabilities**.

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
 Personal Attributes	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none">• Represent the organisation in an honest, ethical and professional way and encourage others to do so• Act professionally and support a culture of integrity• Identify and explain ethical issues and set an example for others to follow• Ensure that others are aware of and understand the legislation and policy framework within which they operate• Act to prevent and report misconduct and illegal and inappropriate behaviour	Adept
	 Relationships	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<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
	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none">• Take responsibility for delivering high-quality customer-focused services• Design processes and policies based on the customer's point of view and needs• Understand and measure what is important to customers• Use data and information to monitor and improve customer service delivery• Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers• Maintain relationships with key customers in area of expertise• Connect and collaborate with relevant customers within the community	Adept
	Work Collaboratively	<ul style="list-style-type: none">• Recognise outcomes achieved through effective	Advanced

FOCUS CAPABILITIES


Capability group/sets	Capability name	Behavioural indicators	Level
	Collaborate with others and value their contribution	<ul style="list-style-type: none"> 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 	
 Results	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 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
	Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<ul style="list-style-type: none"> Assess work outcomes and identify and share learnings to inform future actions Ensure that own actions and those of others are focused on achieving organisational outcomes Exercise delegations responsibly Understand and apply high standards of financial probity with public monies and other resources Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others' health and safety Conduct and report on quality control audits Identify risks to successfully achieving goals, and 	Adept

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
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take appropriate steps to mitigate those risks

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 Business Enablers	Project Management Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> Understand all components of the project management process, including the need to consider change management to realise business benefits Prepare clear project proposals and accurate estimates of required costs and resources Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements Identify and evaluate risks associated with the project and develop mitigation strategies Identify and consult stakeholders to inform the project strategy Communicate the project's objectives and its expected benefits Monitor the completion of project milestones against goals and take necessary action Evaluate progress and identify improvements to inform future projects 	Adept
	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
	Manage Reform and Change Support, promote and champion change, and assist others to engage with change	<ul style="list-style-type: none"> Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty Assist others to address emerging challenges and risks and generate support for change initiatives Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them Implement structured change management processes to identify and develop responses to 	Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
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cultural barriers

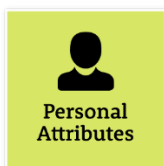
Complementary capabilities

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
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Display Resilience and Courage

Be open and honest, prepared to express your views, and willing to accept and commit to change

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Manage Self

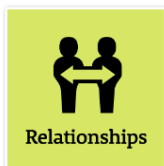
Show drive and motivation, an ability to self-reflect and a commitment to learning

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Value Diversity and Inclusion

Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives

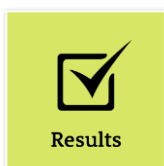
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Influence and Negotiate

Gain consensus and commitment from others, and resolve issues and conflicts

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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

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Finance

Understand and apply financial processes to achieve value for money and minimise financial risk

Intermediate

Technology

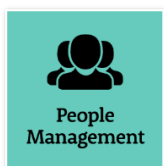
Understand and use available technologies to maximise efficiencies and effectiveness

Intermediate

Procurement and Contract Management

Understand and apply procurement processes to ensure effective purchasing and contract performance

Intermediate



Inspire Direction and Purpose

Communicate goals, priorities and vision, and recognise achievements

Intermediate

Optimise Business Outcomes

Manage people and resources effectively to achieve public value

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