Role Description
Executive Director Strategy (OSEC)

Cluster	Regional NSW
Agency	Department of Regional NSW
Division/Branch/Unit	Office of the Secretary
Location	Sydney CBD
Classification/Grade/Band	Band 2
Senior Executive Work Level Standards	Work Contribution Stream :Policy
ANZSCO Code	132511
PCAT Code	3227292
Date of Approval	April 2020
Agency Website	http://www.drnsw.nsw.gov.au

Agency overview

The Department of Regional NSW was formed in 2020 as a central agency for regional issues. The Department has 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 role drives cohesive Departmental strategy and associated organisational reforms, manage significant cluster-wide projects, and provide strategic and professional support to the Secretary in leading the Department to the highest level of performance and successful achievement of its responsibilities in delivering the government's agenda.

Key accountabilities

- Develop and lead the creation of a prioritised strategic agenda for the Department, providing executive leadership and Department-wide communication and reporting
- Provide high levels of strategic and authoritative advice and guidance to the Secretary and Ministers across a range of issues and take into account whole of Government priorities and risks
- Actively contribute to and demonstrate leadership in the Department's executive cohort, which is the paramount planning, resource allocation and governance body of the agency, identify any red flag issues to minimize potential impact and foster a culture that supports a high performing organisation
- Oversee the operations of the Office of the Secretary ensuring the effective and efficient operation of the Office to consistently provide timely and accurate briefings to the Secretary on current and emerging strategic and operational issues
- Drive and foster the development of an integrated, strategic capacity and thinking across multiple work teams, challenging and connecting teams across the cluster, embedding best management practices, methodologies and frameworks
- Oversee the Cabinet Liaison Office function to facilitate the stewarding of policy, reports and other executive documentation through Ministerial Offices and Cabinet

- Oversee the implementation of compliance and enforcement activity and reporting best practice across the Department's diverse regulators
- Represent and act as the delegate of the Secretary in internal and external committees, forums and during policy considerations and decision making processes.

Key challenges

- Representing and acting as the delegate of the Secretary with integrity and trust
- Maintaining a consistent, highly credible and visible profile to influence and drive a cohesive organisational strategy where the role does not have control over implementation activities or the operational environments of the department.
- Achieving a culture of customer service, innovation, risk management and continuous improvements across a diverse portfolio of activities and services while maintaining strong governance frameworks and procedural controls

Key relationships

Who	Why
Ministerial	
Ministerial Offices	• Provides strategic advice on issues and as requested
Internal	
Secretary	• Receive broad guidance, provide professional support and authoritative advice and consult on strategic policy and related issues
Deputy Secretaries, Executive Directors	• Collaborate and consult on cross departmental projects and programs, provide advice and exchange information
Deputy Secretary, Strategy, Delivery and Performance; Deputy Secretary Corporate Services	• Work collaboratively to ensure resources are delivering outcomes
External	
Community/industry stakeholders	• Manage relationships with key community and/or industry stakeholders or groups to ensure that programs and services are high quality and targeted to meet evolving needs
Other NSW Government stakeholders	• Develop and maintain effective, collaborative relationships and partnerships with other NSW Government stakeholders outside of the cluster
Broader government stakeholders	• Maintain effective relationships with key stakeholders across other tiers of government in NSW, across other jurisdictions and nationally, to exchange market intelligence, performance benchmarking information, innovations and other matters of mutual interest to evaluate and enhance the effectiveness and quality of programs and services

Role dimensions

Decision making

Operates with a high level of autonomy and is fully accountable for the accuracy, validity and integrity of the content of advice provided and work performed. The role supports the Secretary to make major decisions including driving strategic direction, forward planning and setting priorities. The role exercises autonomy in

managing the Office of the Secretary. The role makes decisions as the representative of the Secretary at executive meetings and industry forums.

Reporting line

Secretary

Direct reports

TBA

Budget/Expenditure

TBA

Essential requirements

- Tertiary qualifications in business and/or government administration or similar discipline, and/or equivalent experience
- Substantial experience in delivering on complex and diverse objectives in environments with multiple stakeholders and potentially changing variables, such as the level of available resources
- Experience in strategic management
- Thorough knowledge and understanding of the machinery of government, the policy process and the relevant statutory requirements that underpin the Department of Regional NSW's operations

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

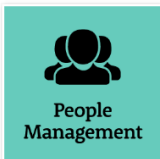| Capability group/sets	Capability name	Behavioural indicators	Level
Personal Attributes	**Display Resilience and Courage** Be open and honest, prepared to express your views, and willing to accept and commit to change	• Create a culture that encourages and supports openness, persistence and genuine debate around critical issues • Provide clear 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 remain composed and calm and act as a stabilising influence even in the most challenging situations	Highly Advanced
	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	• 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	Highly Advanced
	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	• Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience • Ensure systems are in place to capture customer service insights to improve services • 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	Advanced

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		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 and encourage new ideas and innovative approaches	
		• Ensure that the organisation's systems, processes, policies and programs respond to customer needs	

FOCUS CAPABILITIES			
Capability group/sets	**Capability name**	**Behavioural indicators**	**Level**
	Work Collaboratively Collaborate with others and value their contribution	• 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	Highly Advanced
Results	**Demonstrate Accountability** Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	• 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	Advanced
Business Enablers	**Project Management** Understand and apply effective planning, coordination and control methods	• 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	Highly Advanced
	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	• 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	Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
People Management		• 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	
	Inspire Direction and Purpose Communicate goals, priorities and vision, and recognise achievements	• Champion the organisational vision and strategy, and communicate the way forward • Create a culture of confidence and trust in the 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	Highly Advanced
	Manage Reform and Change Support, promote and champion change, and assist others to engage with change	• Drive a continuous improvement agenda, define high-level objectives and translate these into practical implementation strategies • Build staff support for and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context • Create an organisational culture that actively seeks opportunities to improve • Anticipate, plan for and address cultural barriers to change at the organisational level	Highly 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	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	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Highly 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	Advanced
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Advanced
	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
People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Advanced

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