

Role Description

Executive Director, Customer and Systems



Planning,
Industry &
Environment

Cluster	Planning, Industry & Environment
Agency	Department of Planning, Industry & Environment
Division/Branch/Unit	Housing and Property/Crown Lands
Classification/Grade/Band	Band 2
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
ANZSCO Code	131114
PCAT Code	1211492
Date of Approval	December 2019
Agency Website	https://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.

The Housing and Property Group within Department of Planning, Industry and Environment (DPIE) oversees the management of state government assets, including the management of Crown land, the NSW Government's social housing portfolio, oversight of strategic use and disposal of government owned land and the management of the State's most notable tourist destinations, such as the Rocks, Sydney and the Sydney Olympic Park. The Group also includes the Aboriginal Housing Office, the Valuer General and the Land and Housing Corporation.

The Group leverages public and private sector expertise to improve place-based outcomes, providing greater access and choice of housing through initiatives such as an end-to-end housing strategy, and improving outcomes for Aboriginal communities to maximise community benefit from government owned land and property.

Primary purpose of the role

The Executive Director, Customer and Systems leads and delivers improved customer systems and processes, supported by effective information business services and information management systems to deliver more efficient operations. The role delivers improved business systems and practices, business improvement strategies and system reforms to ensure service excellence improve decision making and drive a "best practice" customer service culture.

The role also provides expert and strategic advice to the Deputy Secretary Crown Lands, Crown Lands Commissioner, Group Deputy Secretary Housing and Property Group, Secretary and Minister/s.

The role oversees risk management and the delivery of complex land management and property programs to ensure coordination with DPIE and other government agencies including the Department of Premiere and Cabinet, and NSW Treasury.

Key accountabilities

- Design and deliver tangible improvements in customer and business services for Crown Lands ensuring systems and processes are optimised for efficiency.
- Lead improvements to shape a contemporary client facing business centre model, including partnering with third party providers and the development of a web based client interface.
- Provide expert strategic advice to the Deputy Secretary Crown Lands, Crown Lands Commissioner, Deputy Secretary Crown Lands, Group Deputy Secretary Housing and Property Group, Secretary and Minister/s on significant regional lands and infrastructure projects, and effective management of specific issues.
- Drive the delivery of customer and systems projects, and operational and organisational change initiatives aligned to strategic priorities including supporting the State Strategic Plan.
- Manage and mediate complex stakeholder interests and needs within the directorate to develop a customer focused service delivery culture which is responsive to changing business, customer, and stakeholder needs.
- Maintain effective relationships with Ministerial Offices and other government agencies to foster and facilitate their optimal collaboration, participation and commitment to the NSW Government's priorities and strategy.
- Lead and guide, as a member of the executive team organisational change including ongoing professional development of staff and effective communication and engagement to ensure the Directorate has the capabilities to deliver on its responsibilities and achieve desired outcomes now and into the future.

Key challenges

- Establishing rigorous and accountable client service frameworks and systems which effectively address customer and stakeholder needs and expectations and which expedite issue resolution whilst also enabling the business to meet its financial, regulatory and policy obligations.
- Providing innovative, conceptual solutions to issues requiring sound judgement within a politically and socially sensitive environment, developing policies and strategies which meet government and stakeholder needs.
- Leading a dispersed workforce in Crown Lands within a complex and high pressure work environment, requiring political astuteness and sound judgment, given diverse community expectations and stakeholders.

Key relationships

Who	Why
Ministerial	
Minister/s, Ministerial offices	<ul style="list-style-type: none"> • To provide expert briefings on contentious and emerging issues • To ensure responsive and effective stakeholder and community management approaches

Who	Why
Internal	
Secretary, Group Deputy Secretary, Deputy Secretary Crown Lands	<ul style="list-style-type: none"> • Provide financial and business performance advice on programs managed within the unit. • The position liaises regularly with the Deputy Secretary Crownlands on significant issues and matters, which are outside the position's delegation. • Clarifies and advises on specific and technical business unit issues. • Exchange information on new business opportunities and provide guidance on capitalising on them. • Contributes to business and cultural leadership within the Lands executive team.
Direct reports	<ul style="list-style-type: none"> • Provide leadership to manage operations and resources, provide interpretation and guide implementation of policies, monitor performance and assist with client negotiations and complaints. • Exchange information on new business opportunities and provide guidance on capitalising on them. • Influence and provide executive advice as part of day to day operations.
Department of Planning, Industry and Environment (DPIE)	<ul style="list-style-type: none"> • Within the Department of Planning, Industry and Environment the role has contact with other executive teams to establish effective business relationships and negotiate on cooperative ventures and service agreements
External	
Other NSW government agencies	<ul style="list-style-type: none"> • Develop whole of government approaches on key issues, negotiate consistent policies and promote the efficient utilisation of resources.
Industry, other stakeholders, peak bodies	<ul style="list-style-type: none"> • The position establishes and develops effective business partnerships and networks with key industry stakeholders and customers to ensure that clear standards of customer service are established and provided by the business unit in respect to projects undertaken. • Manage and liaise with media on issues.

Role dimensions

Decision making

The Executive Director has a high level of autonomy in making decisions on projects and transactions and, subject to delegations, recommending actions to the Deputy Secretary and Group Deputy Secretary of the broader group. The Executive Director is accountable for all elements of the successful delivery of projects and transactions within their portfolio subject to delegations under the *Crownlands Management Act 2016 and relevant policies and guidelines*.

Consultation with the Deputy Secretary Crown Lands is required on those decisions that involve a significant change to government policy, changes in the organisational structure of the branch, or where a higher delegation or approval is required.

Reporting line

Deputy Secretary, Crown Lands

Direct reports

3 Direct reports: 2 Directors; 200 indirect staff

Budget/Expenditure

TBA

Essential requirements

- Extensive experience in leading multiple regional operations and offices across a large geographic area focused on land management and infrastructure projects and driving policy, strategies and programs.
- Expert and comprehensive knowledge of legislation governing the management and administration of Crown lands.
- Ability to effectively lead and manage organisational change and transition as part of a coordinated program supported by executive management.

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

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	Highly 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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Act with Integrity	Highly Advanced	<ul style="list-style-type: none"> Champion and act as an advocate for the highest standards of ethical and professional behaviour Drive a culture of integrity and professionalism across the organisation, and in dealings cross-government, cross jurisdiction and outside of government Define, communicate and evaluate ethical practices, standards and systems and reinforce their use Create and promote a climate in which staff feel able to report apparent breaches of rules, policies and guidelines and act promptly and visibly in response to such report
Relationships Commit to Customer Service	Highly Advanced	<ul style="list-style-type: none"> Drive a culture of achievement and acknowledge input of others 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 output of business unit to ensure government outcomes are achieved within budget Progress organisational priorities and ensure effective acquisition and use of resources Seek and apply the expertise of key individuals to achieve organisational outcomes
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> Create a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes Set overall performance standards for service delivery across the organisation and monitor compliance
Results Deliver Results	Advanced	<ul style="list-style-type: none"> Drive a culture of achievement and acknowledge input of others 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 output of business unit to ensure government outcomes are achieved within budget Progress organisational priorities and ensure effective acquisition and use of resources Seek and apply the expertise of key individuals to achieve organisational outcomes
Results Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> Design and develop systems to establish and measure accountabilities

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • 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
Business Enablers Finance	Advanced	<ul style="list-style-type: none"> • Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management • Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound • Assess relative cost benefits of direct provision or purchase of services • Understand and promote the role of sound financial management and its impact on organisational effectiveness • Involve specialist financial advice in review and evaluation of systems and processes used to identify opportunities for improvement • Respond to financial and risk management audit outcomes, addressing areas of non-compliance
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> • Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals
People Management Inspire Direction and Purpose	Advanced	<ul style="list-style-type: none"> • Promote a sense of purpose and enable others to understand the links between government policy and organisational goals • Build a shared sense of direction, clarify priorities and goals and inspire others to achieve them • Work with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomes

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none">• Create opportunities for recognising and celebrating high performance at the individual and team level• Work to remove barriers to achievement of goals