

Role Description

Associate Director, Cabinet

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|---------------------------|-----------------------------------|
| Cluster | Department of Premier and Cabinet |
| Agency | Department of Premier and Cabinet |
| Division/Branch/Unit | Governance Group/Cabinet Branch |
| Role number | Various |
| Classification/Grade/Band | Clerk Grade 11/12 |
| ANZSCO Code | 224412 |
| PCAT Code | Various |
| Date of Approval | 2119192 |
| Agency Website | January 2019 |

Agency overview

The NSW Department of Premier and Cabinet (DPC) is the lead central agency in the NSW Government.

We support the Premier and the Special Minister of State, the Cabinet, Ministers and agencies by coordinating policies and services across government. We lead policy development, provide innovative ideas and support Government plans and projects.

Working with us will give you a broad overview in areas such as public policy formulation, public administration and state administrative matters and an opportunity to be involved in a range of state-wide policies, issues and projects.

For more information go to http://www.dpc.nsw.gov.au/about/about_the_department.

Primary purpose of the role

The Associate Director, Cabinet, oversees and manages delivery of Cabinet and Committee operations, policy, systems and project work, and consultation and engagement with internal and external stakeholders, identifies emerging issues of strategic significance and provides well researched and high-level advice on these matters to the Premier, Cabinet Secretary and executives.

Key accountabilities

- Lead and manage projects, operations and staff, assign work and develop team members in order to achieve high levels of performance in meeting branch objectives, and support a culture of ongoing capability development.
- Design and lead implementation of training and oversee continuous improvement activities to support and develop the Cabinet system and associated processes, and implement effective change management across the government sector.
- Provide timely, expert, strategic advice on Cabinet and Committee proposals, submissions, comments and processes, including cross-portfolio, parliamentary and inter-governmental matters, to support informed

decision making and policy development that contributes to improving programs and services delivery to enhance the lives of the people of NSW.

- Contribute to DPC's broader management processes, such as business and operational planning, developing workforce planning strategies and setting budget outcomes that meet the Cabinet branch's priorities and objectives.
- Actively build and maintain effective working relationships and communications at a senior level with internal and external stakeholders to facilitate engagement, consultation and negotiation on policy issues and Cabinet and Committee operations, to support sound public policy decisions and approaches, and to advise the Premier, the Cabinet Secretary and other executives.
- Maintain an awareness of state, national and international trends to ensure Cabinet practice, governance practice and policy development are responsive to current environment and contextual factors.
- Monitor and report on policy, program or project implementation and identify and action emerging issues by scoping and preparing detailed project plans, managing priority projects and resolving any problems to mitigate risks and ensure consistency with NSW Government objectives.
- Develop and deliver presentations and training in relation to the Cabinet system and practice.
- Manage relationships and represent DPC's position at agency level with government departments, non-government organisations and commercial providers as required.

Key challenges

- Manage and analyse complex and sensitive issues to provide considered, strategic advice and solutions in a high-volume work environment, with competing priorities and deadlines which are often changing and unpredictable.
- Facilitate the engagement and input of a wide range of stakeholders from government and across the public sector, given the diverse interests and demands of stakeholders.

Key relationships

| Who | Why |
|---|---|
| Internal | |
| Director Cabinet, DPC Senior Executive, and other senior DPC stakeholders | <ul style="list-style-type: none"> • Provide expert advice analysis and recommendations on best practice approaches for Cabinet and Committees and contribute to decision making • Identify emerging issues/risks and their implications and propose solutions • Receive advice and report on progress towards business objectives and discuss future directions |
| Cabinet and Committee officeholders | <ul style="list-style-type: none"> • Provide high level secretariat advice and support |
| Direct reports | <ul style="list-style-type: none"> • Lead, direct, manage and support performance and development |
| Stakeholders | <ul style="list-style-type: none"> • Provide expert advice, ongoing support and coordination on a range of Cabinet operational and policy issues and strategies including advising, educating and training on Cabinet practice and policy and compliance matters • Optimise engagement to achieve defined outcomes |
| External | |

| Who | Why |
|---|--|
| Office of the Premier, ministerial Offices and NSW public sector agencies | <ul style="list-style-type: none"> • Develop and maintain effective working relationships to support effective Cabinet operations and policy and project work • Provide expert advice on a range of Cabinet operational issues and strategies • Optimise engagement to achieve defined outcomes |
| Commonwealth and other State and Territory governments | <ul style="list-style-type: none"> • Share information on Cabinet systems and practice and continuous improvement activities to support and develop the Cabinet system and associated processes |
| Vendors/Service Providers and Consultants | <ul style="list-style-type: none"> • Communicate service needs and facilitate routine business transactions • Manage contracts and monitor service delivery in line with agency requirements |

Role dimensions

Decision making

- The Associate Director, Cabinet, is accountable for the timeliness, content, quality and reliability of advice, Cabinet operations or project delivery provided by their team on assigned areas.
- The role has day to day independence in setting work priorities within agreed parameters and approved work and project plans, organising and managing own workload and allocation of tasks to any reporting staff.
- The role provides advice on planning and resources where supervising a team and develops and implements changes to improve efficiency within the unit, in consultation with the Director. The role reviews the content of submissions, policy advice, proposals, correspondence, briefs and information provided to departmental and external stakeholders.
- The Associate Director, Cabinet, is accountable for the reports, analysis, briefings and other forms of written advice he/she or their team prepares for the DPC and NSW Government, often on complex issues, although such advice is usually subject to review by a more senior officer. These documents are expected to be prepared in final form with minimal input required from the supervisor.
- The decisions made must be consistent with legislation, NSW public sector and corporate policies, priorities and industrial frameworks.

Reporting line

The Associate Director, Cabinet, reports to the Director, Cabinet branch.

Direct reports

The number of direct reports will depend on which forums, clusters and projects this role is assigned.

Delegations and Budget

Financial Delegation: \$50,000

Employment Delegation: D

Essential requirements

- Knowledge and understanding of the Westminster system, NSW legislative framework and Cabinet systems and machinery of government
- Experience in undertaking and managing all aspects of the policy process – research, development, review and evaluation
- Appropriate tertiary qualifications or equivalent, relevant professional experience and training.

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"> • 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"> • 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 |
| | Work Collaboratively Collaborate with others and value their contribution | <ul style="list-style-type: none"> • Encourage a culture that recognises the value of collaboration • Build cooperation and overcome barriers to information sharing and communication across teams and units • Share lessons learned across teams and units • Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work • Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services | Adept |

FOCUS CAPABILITIES

| Capability group/sets | Capability name | Behavioural indicators | Level |
|--|---|--|----------|
| | Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts | <ul style="list-style-type: none"> Negotiate from an informed and credible position Lead and facilitate productive discussions with staff and stakeholders Encourage others to talk, share and debate ideas to achieve a consensus Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes Influence others with a fair and considered approach and sound arguments Show sensitivity and understanding in resolving conflicts and differences Manage challenging relationships with internal and external stakeholders Anticipate and minimise conflict | Adept |
|  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 |

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"> • 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 | <ul style="list-style-type: none"> • Collaborate to set clear performance standards and deadlines in line with established performance development frameworks • Look for ways to develop team capability and recognise and develop individual potential • Be constructive and build on strengths by giving timely and actionable feedback • Identify and act on opportunities to provide coaching and mentoring • Recognise performance issues that need to be addressed and work towards resolving issues • Effectively support and manage team members who are working flexibly and in various locations • Create a safe environment where team members' diverse backgrounds and cultures are considered and respected • Consider feedback on own management style and reflect on potential areas to improve | Intermediate |

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 | Adept |
|  Relationships | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Adept |
|  Results | Deliver Results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
| | 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 | Intermediate |
| | 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 | Intermediate |
|  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 | Intermediate |
| | Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Intermediate |