

# Role Description

## Director Strategy



Planning,  
Industry &  
Environment

Cluster	Planning, Industry & Environment
Agency	Department of Planning, Industry and Environment
Division/Branch/Unit	Strategy & Reform
Location	Sydney
Classification/Grade/Band	Senior Executive Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Policy
Role Number	TBC
ANZSCO Code	132411
PCAT Code	3119192
Date of Approval	TBC
Agency Website	<a href="http://www.dpie.nsw.gov.au">www.dpie.nsw.gov.au</a>

### Agency overview

The Planning, Industry and Environment Cluster (DPIE) 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.

Within DPIE, Strategy and Reform Group is focused on developing the long-term direction of the Department's work and the roadmap for achieving its goals over the coming decades. As part of this work, we are responsible for identifying hurdles and challenges that may prevent the Department from achieving its goals and making recommendations to help overcome them.

These may include policies, processes, procedures and ways of working that do not serve the Department effectively, and the recommendations will include necessary reforms to help the Department improve its services, activities and operating environment to realise its strategy.

The strategy and reform team is working with partners in the cluster to produce long-term strategies for:

- social, affordable and private housing that give clear direction on the mix and diversity of housing to support everyone in the state, at every income level.
- regional water supplies, to manage and allocate water in hot spots around NSW to make sure that everyone has enough water to drink, grow their crops and keep their industries running and their communities employed.
- waste as a 20-year resource to be used to help communities and improve the state.

## Primary purpose of the role

The Director Strategy provides leadership and direction to ensure the development and implementation of innovative strategies in line with cluster priorities, and designed to meet Government objectives and policy directions.

The role also provides expert advice to senior executives regarding current and emerging issues to guide strategy development directions. The Director will challenge, test and create new thinking and strategic approaches for the cluster.

## Key accountabilities

- Oversee the development and delivery of evidence-based strategy projects to support the timely implementation of cluster priority directions and reform initiatives.
- Develop innovative solutions frameworks and options regarding complex and sensitive issues to achieve improved strategy outcomes including through problem identification, testing and challenging assumptions, and approaches.
- Drive a long-term focus and awareness of emerging issues and disruptive trends relevant to the cluster to inform strategy formulation.
- Monitor and manage risks and opportunities to deliver significant priority strategies.
- Provide expert, strategic evidence based advice on highly complex strategy proposals, initiatives and issues to support informed decision making, and strategy development.
- Establish and maintain effective working relationships at a senior level across the public sector and with external stakeholders to enhance engagement, consultation and negotiation on strategy related work.

## Key challenges

- Delivering multiple and concurrent strategies and projects and providing considered, strategic advice and solutions in a volatile and highly sensitive environment.
- Developing fresh thinking and effectively and respectfully challenging business as usual approaches to strategy development across the cluster where subject matter expertise and responsibility resides elsewhere.

## Key relationships

Who	Why
<b>Internal</b>	
Executive Director	<ul style="list-style-type: none"><li>• Escalate issues, keep informed, advise and receive instructions</li><li>• Provide expert advice and guidance on strategy directions and initiatives to achieve agency outcomes</li><li>• Support liaison with and provision of advice and responses to the Minister's Office</li><li>• Identify and escalate new or emerging issues, or issues with whole of agency, cluster or government implications</li><li>• Provide regular updates on delivery of strategy projects and initiatives</li><li>• Contribute to business plan development and implementation</li></ul>
Senior executives	<ul style="list-style-type: none"><li>• Provide expert strategy advice to achieve cluster objectives</li></ul>

Who	Why
	<ul style="list-style-type: none"> <li>Engage and consult to identify cluster impacts and deliver whole of cluster, evidence based and coordinated strategies</li> <li>Liaise to incorporate input and feedback into initiatives and to test ideas</li> </ul>
Team/s	<ul style="list-style-type: none"> <li>Set performance requirements and manage performance and development</li> <li>Lead discussions and decisions regarding the development and implementation of innovative or business critical strategy</li> <li>Provide direction, guidance, professional support, feedback, motivation, coaching and mentoring</li> <li>Seek ideas and input to improve outcomes</li> </ul>
External	
NSW and Local Government agencies, environmental groups, industry and community stakeholders	<ul style="list-style-type: none"> <li>Foster collaborative relationships and partnerships</li> <li>Authentically collaborate to incorporate stakeholder views and contemporary issues</li> <li>Negotiate and validate strategy proposals and plans</li> <li>Develop and propose inter-agency networks to deliver strategies</li> </ul>

## Role dimensions

### Decision making

The Director Strategy:

- is accountable for team operations and planning to achieve overall agreed work program commitments
- has autonomy and independence to determine day to day work priorities, deploy resources and allocate duties
- negotiates matters related to area of responsibility and makes decisions in relation to the quality of work performed and methods and approaches for how to achieve business outcomes
- is fully accountable for the content, accuracy, validity and integrity of advice provided
- makes decisions and acts within Government sector core values, strategic plans and priorities, legislative and regulatory frameworks, delegations, and agency frameworks and guidelines
- is accountable and responsible for the effective management and use of human, financial and other resources within set budget and resource parameters

### Reporting line

The Director Strategy reports to the Executive Director Strategy

### Direct reports

TBC

### Budget/Expenditure

Nil

## Key knowledge and experience

Degree qualification in a relevant discipline or equivalent relevant experience

## Essential requirements

Nil

## 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
 <p>Personal Attributes</p>	<b>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> <li>• Remain composed and calm and act constructively in highly pressured and unpredictable environments</li> <li>• Give frank, honest advice in response to strong contrary views</li> <li>• Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>• Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>• Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues</li> </ul>	Advanced
	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>• Model the highest standards of ethical and professional behaviour and reinforce their use</li> <li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>• Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>• Monitor ethical practices, standards and systems and reinforce their use</li> <li>• Act promptly on reported breaches of legislation, policies and guidelines</li> </ul>	Advanced
 <p>Relationships</p>	<b>Work Collaboratively</b> Collaborate with others and value their contribution	<ul style="list-style-type: none"> <li>• Recognise outcomes achieved through effective collaboration between teams</li> <li>• Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government</li> <li>• Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions</li> <li>• Network extensively across government and organisations to increase collaboration</li> <li>• Encourage others to use appropriate collaboration approaches and tools, including digital technologies</li> </ul>	Advanced

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<p><b>Influence and Negotiate</b></p> <p>Gain consensus and commitment from others, and resolve issues and conflicts</p>	<ul style="list-style-type: none"> <li>• Influence others with a fair and considered approach and present persuasive counter-arguments</li> <li>• Work towards mutually beneficial 'win-win' outcomes</li> <li>• Show sensitivity and understanding in resolving acute and complex conflicts and differences</li> <li>• Identify key stakeholders and gain their support in advance</li> <li>• Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</li> <li>• Anticipate and minimise conflict within the organisation and with external stakeholders</li> </ul>	Advanced
	<p><b>Deliver Results</b></p> <p>Achieve results through the efficient use of resources and a commitment to quality outcomes</p>	<ul style="list-style-type: none"> <li>• Seek and apply the expertise of key individuals to achieve organisational outcomes</li> <li>• Drive a culture of achievement and acknowledge input from others</li> <li>• Determine how outcomes will be measured and guide others on evaluation methods</li> <li>• Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>• Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>• Control business unit output to ensure government outcomes are achieved within budgets</li> <li>• Progress organisational priorities and ensure that resources are acquired and used effectively</li> </ul>	Advanced

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<p><b>Think and Solve Problems</b></p> <p>Think, analyse and consider the broader context to develop practical solutions</p>	<ul style="list-style-type: none"> <li>• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>• Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others</li> <li>• Take account of the wider business context when considering options to resolve issues</li> <li>• Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements</li> <li>• Implement systems and processes that are underpinned by high-quality research and analysis</li> <li>• Look for opportunities to design innovative solutions to meet user needs and service demands</li> <li>• Evaluate the performance and effectiveness of services, policies and programs against clear criteria</li> </ul>	Advanced
 <p>Business Enablers</p>	<p><b>Project Management</b></p> <p>Understand and apply effective planning, coordination and control methods</p>	<ul style="list-style-type: none"> <li>• Understand all components of the project management process, including the need to consider change management to realise business benefits</li> <li>• Prepare clear project proposals and accurate estimates of required costs and resources</li> <li>• Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>• Identify and evaluate risks associated with the project and develop mitigation strategies</li> <li>• Identify and consult stakeholders to inform the project strategy</li> <li>• Communicate the project's objectives and its expected benefits</li> <li>• Monitor the completion of project milestones against goals and take necessary action</li> <li>• Evaluate progress and identify improvements to inform future projects</li> </ul>	Adept

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Manage and Develop People</b> Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"> <li>Refine roles and responsibilities over time to achieve better business outcomes</li> <li>Recognise talent, develop team capability and undertake succession planning</li> <li>Coach and mentor staff and encourage professional development and continuous learning</li> <li>Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation</li> <li>Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>	Advanced
	<b>Manage Reform and Change</b> Support, promote and champion change, and assist others to engage with change	<ul style="list-style-type: none"> <li>Support teams in developing new ways of working and generating innovative ideas to approach challenges</li> <li>Actively promote change processes to staff and participate in communicating change initiatives across the organisation</li> <li>Provide guidance, coaching and direction to others who are managing uncertainty and change</li> <li>Engage staff in change processes and provide clear guidance, coaching and support</li> <li>Identify cultural barriers to change and implement strategies to address these</li> </ul>	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.

## 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	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
 Results	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	Advanced
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	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	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	Adept