Role Description
Executive Director, Partnerships and Engagement

Cluster	Department of Premier and Cabinet
Agency	Department of Premier and Cabinet
Division/Branch/Unit	Transformation Group
Role number	48786
Classification/Grade/Band	Senior Executive Band 2
ANZSCO Code	132411
PCAT Code	2229192
Date of Approval	May 2019
Agency Website	www.dpc.nsw.gov.au

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 Executive Director, Partnerships and Engagement leads the development and maintenance of partnerships with other government jurisdictions and oversees the Department's communications and engagement activities, to position NSW effectively and drive government priorities

Key accountabilities

- Lead the Department's engagement with the Australian, state and territory governments across formal and informal structures to drive and promote NSW Government priorities.
- Lead the Department's strategic approach, and functional support for, international engagement through policy advice, protocol activities and engagement with other government agencies.
- Oversee the strategic direction and effectiveness of the department's communications and engagement activities to support the priorities of the Premier and NSW Government and needs of citizens.

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- Provide high-level, timely and strategic advice and support to the Office of the Premier on community sentiment, issue and media management, communication opportunities and engagement with citizens to support informed decision-making, mitigate risks and capitalise on emerging opportunities.
- Oversee and take responsibility for the coordination and delivery of NSW Government and major events, including Australia Day programs and other community programs and projects.
- Oversee the delivery of protocol activities on behalf of the Premier, including planning and delivering major commemorations such as state funerals, official visits to the state, Premier-hosted hospitality, logistical arrangements for overseas missions, and honours and awards programs.
- Contribute to setting the strategic direction for the Transformation Group and oversee the people and financial resources for the branch to ensure the delivery of priorities and ongoing development of capability, culture and budget performance.

Key challenges

- Rapidly adjusting priorities and approaches in order to anticipate and adapt to change, whether in the external environment, government priorities or in structures and government settings.
- Managing partnerships and balancing competing priorities across a wide range of government and non-government stakeholders, often on sensitive or complex issues.
- Balancing effective short-term tactical approaches with longer-term strategic goals, within the department and across partnerships.
- Consulting effectively with the Premier and senior executives on sensitive and/or fast-moving issues.
- Keeping the department at the cutting edge of new ways for the Premier and government to engage with citizens, whether through events, communications or other means.

Key relationships

Who	Why
Internal	
Secretary/Deputy Secretary	• Provide timely, accurate and strategic advice and support.
Partnerships and Engagement branch	• Provide leadership, guidance and day-to-day management of the team with a focus on culture, capability, innovative ways of working and strategic direction setting.
External	
Stakeholders including the Premier's office, ministerial offices, government agencies, other governments, private sector and non-profit groups.	• Establish DPC as an influential and credible partner with other governments. • Provide strategic advice on community sentiment, opportunities for communication and engagement, issues and media management. • Use expertise and resources to drive government priorities and shape engagement with citizens.

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Role dimensions

Decision making

The Executive Director, Partnerships and Engagement has significant autonomy and is directly accountable for achieving successful outcomes and driving new ways of working and delivering.

The role is responsible for ensuring that the Deputy Secretary, Secretary and Premier are provided with timely and effective advice, whether in response to fast-moving media or other developments or in advance of key decisions and events.

Reporting line

The Executive Director, Partnerships and Engagement reports to the Deputy Secretary, Transformation.

Direct reports

Number of staff reporting directly: tbc

Budget/Expenditure

Financial Delegation: Expenditure limit $200,000

Administrative Delegation: Category B

Total Budget: TBC

Essential requirements

- Advanced relationship management skills and proven record in establishing and maintaining partnerships and using them to drive results.

- Capability to manage politically sensitive and complex issues across a range of competing interests.

- Strong understanding of NSW and Australian Government priorities and practical understanding of best levers to deploy when advocating for NSW interests.

- Capability to drive communications and engagement strategies and support their delivery.

- Appropriate tertiary qualifications or demonstrated, 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	• 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
	Value Diversity and Inclusion Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	• Encourage and include diverse perspectives in the development of policies and strategies • Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes • Build and monitor a workplace culture that enables diversity and fair and inclusive practices • Implement practices and systems to ensure that individuals can participate to their fullest ability • Recognise the value of individual differences to support broader organisational strategies • Address non-inclusive behaviours, practices and attitudes within the organisation • Champion the business benefits generated by workforce diversity and inclusive practices	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

Capability group/sets	Capability name	Behavioural indicators	Level
	Work Collaboratively Collaborate with others and value their contribution	• Recognise outcomes achieved through effective 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	Advanced
	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	• Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial 'win-win' outcomes • Show sensitivity and understanding in resolving acute and complex conflicts and differences • Identify key stakeholders and gain their support in advance • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Anticipate and minimise conflict within the organisation and with external stakeholders	Advanced
Results	**Think and Solve Problems** Think, analyse and consider the broader context to develop practical solutions	• Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement • Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues • Identify and evaluate organisation-wide implications when considering proposed solutions to issues • Apply lateral thinking and develop innovative solutions that have a long-lasting, organisation-wide impact • Ensure effective governance systems are in place to guarantee quality analysis, research and reform	Highly Advanced

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Capability group/sets	Capability name	Behavioural indicators	Level
	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	• 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

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FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
People Management	**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 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
	Optimise Business Outcomes Manage people and resources effectively to achieve public value	• Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals • Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences • Encourage team members to take calculated risks to support innovation and improvement • Align systems and processes to encourage improved performance and outcomes	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	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
Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Highly Advanced
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
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	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Advanced
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Advanced