

# Role Description

## Director Marketing & Digital



Planning,  
Industry &  
Environment

Cluster	Planning, Industry & Environment
Agency	Department of Planning, Industry & Environment
Division/Branch/Unit	People, Performance & Culture / Communications, Marketing and Engagement
Location	Sydney CBD
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
ANZSCO Code	132111
PCAT Code	1128392
Date of Approval	January 2020
Agency Website	<a href="http://www.dpie.nsw.gov.au">http://www.dpie.nsw.gov.au</a>

### Agency overview

The Planning, Industry and Environment Cluster was formed in 2019. The Cluster covers 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.

### Primary purpose of the role

Drive and deliver the Department's strategic marketing and content activities including the events, brand and advertising, editorial, visual content and publishing functions.

### Key accountabilities

- Drive the marketing and content communication functions to ensure a cohesive and consistent approach to marketing and communication collateral for the whole of the Department.
- Lead the continuing development of the Department's identity and brand to ensure its profile, image, messaging and values are integrated across the organisation and effectively communicated to target audiences and stakeholders.
- Drive the development and delivery of marketing strategies for the Department and its sub-brands, products and services, embedding the effective use of project management and procurement management systems and processes to ensure a high level of governance around all activities.
- Collaborate with the Executive Director to develop a brand and marketing strategy to position the Department with internal and external stakeholders, and work collegially with senior executives within the Division and across the Department, to develop and deliver effective marketing campaigns using relevant data and consumer insights.
- Oversee the development, dissemination and distribution of publications, and visual content, ensuring all content is current, accurate, effective and targeted to the intended audience.

- Oversee the management of multiple Departmental websites and digital communication channels, to ensure consistency in presentation and messaging, and digital and web platforms are managed and utilised appropriately.
- Work closely with the senior executive and leadership teams within the Department of Premier & Cabinet, government agencies, private sector organisations and key stakeholders to ensure the successful delivery of events and seminars to attract investment in NSW and promote the Departmental brand.

## Key challenges

- Keep abreast of changing standards and protocols, and requirements for digital and web content, editorial input, diverse audiences and changing client expectations.
- Successfully delivering multiple events, effectively driving a strategic and coordinated approach leveraging event opportunities.
- Managing potential competing interests of ensuring speed of delivery while simultaneously ensuring the necessary governance is followed as it relates to public facing communications and campaigns.

## Key relationships

Who	Why
<b>Internal</b>	
Executive Director	<ul style="list-style-type: none"> <li>• Seek direction and provide expert advice on the formulation and implementation of strategies for the establishment and maintenance of effective relationships with industry and the community.</li> <li>• Collaborate on issues management and organisational priorities, review implementation of marketing and publications strategies and monitor target market responses.</li> </ul>
Directors	<ul style="list-style-type: none"> <li>• Ensure a consistent and aligned approach with Director colleagues on overall Departmental communications strategy and brand.</li> </ul>
Departmental staff	<ul style="list-style-type: none"> <li>• Ensure a consistent and integrated approach to the delivery of messages, promoting the image of the department and its programs.</li> </ul>
Staff and work teams	<ul style="list-style-type: none"> <li>• Inspire and motivate team, provide leadership and clear direction and build team performance.</li> <li>• Provide information and advice about organisational objectives, policies and procedures and these should be applied.</li> </ul>
<b>External</b>	
Industry, government agencies, publishers, and key community stakeholders	<ul style="list-style-type: none"> <li>• Capitalise on opportunities building a network within industry, government, publishers and community stakeholders to promote the Department Brand and sub-brands, publications and collateral.</li> <li>• Identify and capitalise on potential markets and audiences for the Department and its programs.</li> </ul>
Vendors/ Service Providers and Consultants	<ul style="list-style-type: none"> <li>• Negotiate and approve contracts and service level agreements.</li> <li>• Manage contracts and monitor provision of service to ensure compliance with contracts and service arrangements.</li> </ul>

## Role dimensions

### Decision making

- Has the autonomy to make operational decisions regarding editorial and publication processes and the delivery of outreach activities.
- Designs effective, targeted marketing campaigns to grow the Departmental brand, and promote investment in NSW.
- Embeds communication strategies, and engages networks of internal and external stakeholders or clients.

### Reporting line

Executive Director Communications Central

### Direct reports

5 Direct reports

### Budget/Expenditure

TBA

### Essential requirements






- Extensive experience in leading and driving, at executive level, a marketing function including brand management and target marketing, editorial/ publishing, and website design

### 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](http://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
 <b>Personal Attributes</b>	<b>Display Resilience and Courage</b>	<b>Advanced</b>
	<b>Act with Integrity</b>	<b>Advanced</b>
	Manage Self	Advanced
	Value Diversity	Adept
 <b>Relationships</b>	Communicate Effectively	Advanced
	<b>Commit to Customer Service</b>	<b>Advanced</b>
	<b>Work Collaboratively</b>	<b>Highly Advanced</b>
	Influence and Negotiate	Adept
 <b>Results</b>	Deliver Results	Advanced
	Plan and Prioritise	Adept
	<b>Think and Solve Problems</b>	<b>Advanced</b>
	<b>Demonstrate Accountability</b>	<b>Advanced</b>
 <b>Business Enablers</b>	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	<b>Project Management</b>	<b>Advanced</b>
 <b>People Management</b>	<b>Manage and Develop People</b>	<b>Advanced</b>
	<b>Inspire Direction and Purpose</b>	<b>Advanced</b>
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

## 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
<b>Personal Attributes</b> Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> <li>Stay calm and act constructively in highly pressured and unpredictable environments</li> <li>Give frank, honest advice in the face of 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, difficult and controversial issues</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Act with Integrity	Advanced	<ul style="list-style-type: none"> <li>• Model the highest standards of ethical behaviour and reinforce them in others</li> <li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>• Ensure that others have a working understanding of the legislation and policy framework within which they operate</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 on reported breaches of rules, policies and guidelines</li> </ul>
<b>Relationships</b> Commit to Customer Service	Advanced	<ul style="list-style-type: none"> <li>• Promote a culture of quality customer service in the organisation</li> <li>• Initiate and develop partnerships with customers to define and evaluate service performance outcomes</li> <li>• Promote and manage alliances within the organisation and across the public, private and community sectors</li> <li>• Liaise with senior stakeholders on key issues and provide expert and influential advice</li> <li>• Identify and incorporate the interests and needs of customers in business process design</li> <li>• Ensure that the organisation's systems, processes, policies and programs respond to customer needs</li> </ul>
<b>Relationships</b> Work Collaboratively	Highly Advanced	<ul style="list-style-type: none"> <li>• Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector</li> <li>• Publicly celebrate the successful outcomes of collaboration</li> <li>• Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop organisational, whole-of-government and cross-jurisdictional solutions</li> <li>• Identify and overcome barriers to collaboration with internal and external stakeholders</li> </ul>
<b>Results</b> Think and Solve Problems	Advanced	<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</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 systems, process and business improvements</li> <li>• Implement systems and processes that underpin high quality research and analysis</li> </ul>
<b>Results</b> Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> <li>• Assess work outcomes and identify and share learnings to inform future actions</li> <li>• Ensure that actions of self and others are focused on achieving organisational outcomes</li> <li>• Exercise delegations responsibly</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <li>• Understand and apply high standards of financial probity with public monies and other resources</li> <li>• Identify and implement safe work practices, taking a systematic risk management approach to ensure health and safety of self and others</li> <li>• Conduct and report on quality control audits</li> <li>• Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks</li> </ul>
<b>Business Enablers</b> Project Management	Advanced	<ul style="list-style-type: none"> <li>• Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts</li> <li>• Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>• Implement effective stakeholder engagement and communications strategy for all stages of projects</li> <li>• Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning</li> <li>• Develop effective strategies to remedy variances from project plans, and minimise impacts</li> <li>• Manage transitions between project stages and ensure that changes are consistent with organisational goals</li> </ul>
<b>People Management</b> Manage and Develop People	Advanced	<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>• Provide timely, constructive and objective feedback to staff</li> <li>• Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way</li> <li>• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>
<b>People Management</b> Inspire Direction and Purpose	Advanced	<ul style="list-style-type: none"> <li>• Promote a sense of purpose and enable others to understand the links between government policy and organisational goals</li> <li>• Build a shared sense of direction, clarify priorities and goals and inspire others to achieve them</li> <li>• Work with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomes</li> <li>• Create opportunities for recognising and celebrating high performance at the individual and team level</li> <li>• Work to remove barriers to achievement of goals</li> </ul>