

Role Description

Director - State Revenue Policy



Treasury

Cluster	Treasury
Agency	NSW Treasury
Division/Branch/Unit	Economic Strategy & Productivity/Economic and Revenue Analysis/ State Revenue Policy
Location	Sydney CBD
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
Kind of Employment	Ongoing
Role Number	15445
ANZSCO Code	132411
PCAT Code	3119192
Date of Approval	17 January 2020
Agency Website	http://www.treasury.nsw.gov.au/

The Organisation

NSW Treasury helps guide the State's growth for the benefit of the people who live, work and study in NSW. We do this by managing the State's finances and assets to make sure the community is gaining the most value from them and supporting reforms to maintain a strong and competitive economy. Our work includes boosting trade, investment and tourism, developing industry, supporting jobs growth, improving service delivery to the community and increasing living standards. We are purposeful and outcomes-focused.

NSW is made up of a diverse community with different needs. It is crucial for us to understand and involve the voices of these communities that we serve, design and create policies for. We believe in a diverse workplace, where the best people for the job collaborate towards great outcomes, is a world-class workplace. Therefore, we are always on the lookout for people who can bring diverse perspectives that reflect NSW communities to ensure we are effective in the work we do.

The Team

State Revenue Policy Branch provides advice to the Treasury on reform of the State's taxes to improve the wellbeing of the people of NSW. State taxes include stamp duties, payroll tax, land tax, gambling taxes, vehicle taxes, mining royalties and insurance taxes. The Branch assesses the economic and fiscal impacts of potential changes to these taxes, and other State revenue sources, to inform the Government's fiscal strategies. The team is regularly called on to provide information to the Treasurer about the operation of individual taxes and liaises closely with Revenue NSW. The Branch frequently works closely with Revenue Forecasting and Analysis Branch, to support revenue forecasting and costing of policy proposals, and with the Federal Financial Relations Branch to work on national revenue policy proposals. The Branch frequently manages the preparation of Budget and other revenue legislation.



The Branch currently has 8 full-time staff reporting to the Director, with a focus on economic and policy skills. At times of important reform initiatives, additional staff have been brought into the Branch with a focus on implementation and liaison skills.

Primary purpose of the role

As the Director of State Revenue Policy, you will lead and oversee the provision of expert advice to the Treasurer and Treasury Executive on State tax policy, and revenue policy more generally. You are responsible for the costing and economic analysis of potential tax policy proposals, and their implementation through legislation where relevant.

The ideal candidate

The ideal Director will understand the theory of tax policy, have the time and people management skills to balance frequent urgent and ad hoc requests with longer-term background research, strong project management skills to ensure delivery of important Government priorities, strong liaison and consultation skills, and a management record of developing staff skills and contributing to broader Divisional and Departmental goals.

- **You are a respected and trusted advisor.** Provide timely expert advice and analysis on current and prospective developments in state and national tax policy, for the Treasurer, Treasury Executive and other stakeholders.
- **You are a strategic thinker.** Direct and oversee costings and analyses of alternative tax policies to inform the Treasurer regarding their potential fiscal and economic impacts.
- **You are a subject matter expert.** Plan and lead research to advance NSW Treasury understanding of issues in tax policy and administration, including impacts on efficiency, equity, and fiscal sustainability.
- **You have an eye for detail.** Direct and oversee the preparation of regular correspondence for the Treasurer regarding State taxes.
- **You possess technical acumen.** You remain cool and calm working to tight timelines to manage the preparation of Budget legislation.
- **You are an effective collaborator.** Develop and leverage relationships with key stakeholders including Revenue NSW, the Commonwealth Treasury, and other State Treasuries.
- **You are a strong leader.** Direct and supervise reporting staff, determine operational priorities, monitoring and reviewing performance and providing leadership and guidance to ensure staff have the knowledge, skills and support to achieve Branch objectives and maintain a focus on delivering quality outcomes

Key challenges

- Achieving an appropriate balance between urgent requests for advice and the important task of developing Treasury's deeper understanding of potential reform options.
- Responding in a timely fashion to a high volume of ministerial requests for advice on various aspects of tax and revenue policy and administration, as well as a constant high volume of complex correspondence.
- Maintaining and expanding knowledge of contemporary approaches to tax and revenue policy, and developments that will affect the State's revenue base.

- Managing key stakeholders, including other State government agencies, other governments, and business and consumer representatives, in developing revenue policy proposals, listening to and considering their views and gaining their support.
- Preparing diverse and highly complex documents including research papers, briefings, submissions and complex data analyses to support short and long term economic and revenue analysis.

Your place in the organisation

As the Director in the Economic and Revenue Analysis Division, you are fully accountable for the quality, integrity and viability of the expert provided advice, services and performance of the State Revenue Policy Branch. You set priorities, direct and integrate the work of specialist direct reports and provide information and guidance to other executives and Ministerial staff.

You are responsible for leading and coordinating major projects assigned and for ensuring all projects are sufficiently scoped, resourced and managed. You will direct and review Branch projects, proposals and work to ensure efficient and effective delivery of high-quality outcomes and to monitor the progress of Branch plans and achievements.

You will act within the standard Treasury delegated decision-making authority relating to the Branch and refer decisions outside its control to the Executive Director. You will be in the position to make recommendations to the Treasurer and Cabinet through the Executive Director

You will report to the Executive Director, Economic Revenue and Analysis and you will have approximately 8 Direct Reports.

Key relationships

Who	Why
Internal	
Executive Director, Economic and Revenue Analysis	<ul style="list-style-type: none"> • Receive guidance and professional support, provide timely, expert advice and exchange information
Direct Reports	<ul style="list-style-type: none"> • Monitor and review performance, provide leadership and guidance, foster ongoing professional development
Directors, Managers and staff across Treasury	<ul style="list-style-type: none"> • Provide expert advice, build strong relationships to facilitate consultation and the exchange of information
External	
Key external stakeholders, including Revenue NSW, Commonwealth and State Treasuries and industry specific representatives.	<ul style="list-style-type: none"> • Develop and maintain effective working relationships and open channels of communication to facilitate liaison, consultation and engagement

Essential requirements

- Strong leadership and management skills to lead highly skilled and professional staff and strategically manage Branch resources to drive achievement of objectives
- Extensive experience in policy development and implementation
- Excellent skills in economic analysis and research
- Tertiary qualifications in economics or other relevant disciplines

Our Commitment to Diversity

At NSW Treasury, we are committed to building a respectful workplace, appointing the best person for the role, and supporting diversity across all areas.






We are on a journey to become more inclusive. We have a Diversity and Inclusion Council that works to ensure we are increasing representation of women, Aboriginal and Torres Strait Islander people and people with a disability in our workplace. We are currently finalising our first Reconciliation Action Plan. And we've consulted with Senior Aboriginal Leaders and executives to better understand their perspectives on culturally-appropriate recruitment procedures and HR policies for Aboriginal people. We know this is just the start of our journey, but we are determined to see it through.

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
	Display Resilience and Courage	Advanced
	Act with Integrity	Advanced
	Manage Self	Advanced
	Value Diversity	Adept
	Communicate Effectively	Highly Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Adept
	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Adept
	Manage Reform and Change	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	Advanced	<ul style="list-style-type: none"> Stay calm and act constructively in highly pressured and unpredictable environments Give frank, honest advice in the face of strong, contrary views Accept criticism of own ideas and respond in a thoughtful and considered way Welcome new challenges and persist in raising and working through novel and difficult issues Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues
Personal Attributes Act with Integrity	Advanced	<ul style="list-style-type: none"> Model the highest standards of ethical behaviour and reinforce them in others Represent the organisation in an honest, ethical and professional way and set an example for others to follow Ensure that others have a working understanding of the legislation and policy framework within which they operate 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 on reported breaches of rules, policies and guidelines
Personal Attributes Value Diversity	Adept	<ul style="list-style-type: none"> Seek to promote the value of diversity for the organization. Recognise and adapt to individual differences and working styles. Support initiatives that create an environment in which diversity is valued.
Relationships Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> 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 cross-government, cross-jurisdictionally and outside of government Actively listen, and identify ways to ensure all have an opportunity to contribute Anticipate and address key areas of interest for the audience and adapt style under pressure
Relationships Influence and Negotiate	Advanced	<ul style="list-style-type: none"> Influence others with a fair and considered approach and present persuasive counter-arguments Work towards mutually beneficial win-win outcomes

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Show sensitivity and understanding in resolving acute and complex conflicts • Identify key stakeholder 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 • Pre-empt and minimise conflict within the organisation and with external stakeholders
Results Plan and Prioritise	Advanced	<ul style="list-style-type: none"> • Understand the links between the business unit, organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate including contingency provisions • Monitor progress of initiatives and make necessary adjustments • Anticipate and assess the impact of changes, such as government policy/economic conditions, to business plans and initiatives, and respond appropriately • Consider the implications of a wide range of complex issues, and shift business priorities when necessary • Undertake planning to transition the organisation through change initiatives and evaluate progress and outcome to inform future planning
Results Think and Solve Problems	Advanced	<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 • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements • Implement systems and processes that underpin high quality research and analysis
Business Enablers Finance	Adept	<ul style="list-style-type: none"> • Understand core financial terminology, policies and processes, and display a knowledge of relevant recurrent and capital financial measures • Understand impacts of funding allocations on business planning and budgets, including value for money, choice between direct provision and purchase of services, and financial implications of decisions • Understand and apply financial audit, reporting and compliance obligations • Identify discrepancies or variances in financial and budget reports, and take corrective action where appropriate • Seek specialist advice and support where required • Make decisions and prepare business cases paying due regard to financial considerations

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> • 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 • Provide timely, constructive and objective feedback to staff • Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
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 • Create opportunities for recognising and celebrating high performance at the individual and team level • Work to remove barriers to achievement of goals