

Role Description

Deputy Secretary Revenue NSW



Customer
Service

Cluster	Customer Services
Agency	Department of Customer Service
Division/Branch/Unit	Customer, Delivery and Transformation
Classification/Grade/Band	SEB 3
Senior Executive Work Level Standards	Work Contribution Stream:
ANZSCO Code	
PCAT Code	
Date of Approval	February 2020

Primary purpose of the role

The primary purpose of this role is to lead, direct and oversee the strategic direction, reform and total operations of Revenue NSW in order to ensure best practice in relation to revenue and fines administration and the effective and efficient delivery of the division's legislative, policy and administrative functions. This role will continue to drive further transformation in how these services are delivered to the NSW citizens and businesses by enhancing customer experience, effectiveness and efficiency.

The role also provides expert and authoritative advice on strategic and policy issues concerning legislation and the administration of State taxation, fines management and debt collection to achieve Government objectives and to satisfy legislative requirements.

Key accountabilities

- Lead and drive significant transformation to modernise the delivery of RNSW services, ensuring better value government services that put people at the center of service design, using digital technology and new business models to reinvent service delivery and improve outcomes.
- Develop and lead the strategic direction and operational plans for RNSW to ensure that RNSW achieves the objectives of the NSW Government relating to revenue collection, fines administration, debt management and customer service.
- Provide expert and timely advice to the Department Executives, Secretary and Ministers on revenue, debt and fines administration-related legislation and policy reform proposals to maintain a robust and equitable State revenue system.
- Direct and oversee the development and formulation of State revenue strategies, policies and rulings to improve revenue yield, minimise the cost of compliance, minimise the cost of administration and increase tax compliance for the NSW Government.
- Direct the implementation and administration of State legislation relating to fines administration, debt management and collection, revenue collection and grant and subsidy payments to ensure an effective and efficient revenue system that complies with Government policy.
- In filling the statutory roles of Chief Commissioner of State Revenue and Commissioner of Fines Administration, develop partnerships by working in collaboration with other State Government agencies,

other revenue offices, the Australian Taxation Office and other jurisdictions to share knowledge and expertise in revenue and fines administration; take a more global perspective and achieve greater national consistency and harmonisation.

- Identify emerging issues, risks and opportunities and provide timely, relevant, authoritative information and advice to the Secretary, Executive, NSW government and others, to facilitate informed decision making.
- Effectively manage division performance and resources in a manner that meets requirements and optimizes outcomes (includes managing budget, staff/contract performance, staff development, asset management, internal and external reporting).

Key challenges

- Lead and deliver the transformation strategy, creating a culture that embraces change and innovation, continuous development and improvement to service offerings while maintaining commitment to high efficiency and effective outcomes.
- Ensuring all advice provided to the Executive is capable of withstanding scrutiny given the range of stakeholder perspectives that must be considered.
- Focusing on the achievement of strategic reform and operational/service delivery objectives within a diverse, dynamic and potentially sensitive environment.
- Positioning RNSW as the revenue, fines management and debt collection centre of excellence to improve efficiency and provide a value-for-money service to Government and the community.

Key relationships

Who	Why
Ministerial	
The Minister	<ul style="list-style-type: none"> • Provide strategic advice and assurance that broader government policy relating to corporate matters is appropriately implemented • Collaborate and maintain open relationships to expedite responses and information transfer
Internal	
Deputy Secretary, Secretary and Secretaries Board	<ul style="list-style-type: none"> • Negotiate budgets and resources consistent with strategic plans and goals • Alert to operational or service issues which may escalate, or which may have State wide impact • Communicate information related to performance against budget and potential variations which may have impact on budgeting or budget performance at the cluster level • Achieve endorsement of strategic and corporate plans and goals
Customer Service Executive	<ul style="list-style-type: none"> • Provide strategic advice and influence decision making processes • Implementation of governance frameworks
Work Team	<ul style="list-style-type: none"> • Inspire and motivate, provide leadership and support • Set overall performance expectations and oversight the implementation of effective performance management frameworks and processes

Who	Why
External	
Heads and Senior Executives of Other Government Agencies	<ul style="list-style-type: none"> Consult, provide information and support, promote, influence, negotiate and build mutually beneficial relationships.
Representatives of Business, Industry, Customer and Community Organisations	<ul style="list-style-type: none"> Consult, influence, negotiate and build mutually beneficial relationships. May Chair or otherwise participate and represent the agency in relevant committees/working parties, etc.

Role dimensions

Decision making

Has significant autonomy and is directly accountable to the Deputy Secretary for the accuracy, validity and integrity of the advice provided and the quality of work performed, often in connection with strategic and complex issues that have a broad and significant impact. The incumbent pursues the acquisition, provision and application of highly-specialised knowledge and is accountable for all decisions and actions associated with managing the division.

Reporting line

Deputy Secretary, Customer Delivery and Transformation

Direct reports

This role has between 5 to 7 direct reports.

Budget/Expenditure

As per delegations.

Essential requirements

The successful candidate will be a seasoned executive who has the experience and credibility to provide leadership within NSW Government. Given the scale, high transaction volume and devolved operations of the State Government, experience in a similarly complex environment will be important. The specific experience that is advantageous includes:






- Relevant tertiary qualifications and considerable industry experience at a senior level.
- Demonstrated ability to work collaboratively across a large complex multi-divisional organisation and build influencing-based relationships.
- Experience leading large, complex organisational transformations involving significant systems, capability and cultural change.

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
 Personal Attributes	Display Resilience and Courage	Highly Advanced
	Act with Integrity	Advanced
	Manage Self	Advanced
	Value Diversity	Highly Advanced
 Relationships	Communicate Effectively	Highly Advanced
	Commit to Customer Service	Highly Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Highly Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Adept
	Technology	Advanced
	Procurement and Contract Management	Advanced
	Project Management	Advanced
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Highly Advanced
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Highly 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	Highly Advanced	<ul style="list-style-type: none"> Create a climate which encourages and supports openness, persistence and genuine debate around critical issues Provide sound exposition and argument for agreed positions while remaining open to valid suggestions for change Raise critical issues and make tough decisions Respond to significant, complex and novel challenges with a high level of resilience and persistence Consistently use a range of strategies to keep control of own emotions and act as a stabilising influence even in the most challenging situations
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
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 Commit to Customer Service	Highly Advanced	<ul style="list-style-type: none"> Create a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes • Set overall performance standards for service delivery across the organisation and monitor compliance
Relationships Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> • Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy • Use sound arguments, strong evidence, and expert opinion to influence outcomes • Determine and communicate the organisation's position and bargaining strategy • Represent the organisation in critical negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions • Pre-empt and avoid conflict across organisations and with senior internal and external stakeholders • Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution
Results Deliver Results	Advanced	<ul style="list-style-type: none"> • Drive a culture of achievement and acknowledge input of others • Investigate and create opportunities to enhance the achievement of organisational objectives • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control output of business unit to ensure government outcomes are achieved within budget • Progress organisational priorities and ensure effective acquisition and use of resources • Seek and apply the expertise of key individuals to achieve organisational outcomes
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 Project Management	Advanced	<ul style="list-style-type: none"> • Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Implement effective stakeholder engagement and communications strategy for all stages of projects • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals
People Management Inspire Direction and Purpose	Highly Advanced	<ul style="list-style-type: none"> • Champion the organisational vision and strategy, and communicate the way forward • Create a culture of confidence and trust in future direction • Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation • Communicate the parameters and expectations surrounding organisational strategies • Celebrate organisational success and high performance and engage in activities to maintain morale
People Management Manage Reform and Change	Highly Advanced	<ul style="list-style-type: none"> • Drive a continuous improvement agenda, define high level objectives and translate these into practical implementation strategies • Build staff support and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context • Create an organisational culture that actively seeks opportunities to improve • Anticipate, plan for and address cultural barriers to change at the organisational level