

# Role Description

## Director Investment Attraction



Treasury

Cluster	Treasury
Agency	NSW Treasury
Division/Branch/Unit	Jobs, Investment and Tourism / Investment Attraction
Location	Sydney CBD
Classification/Grade/Band	Senior Executive Band 1
Kind of Employment	Ongoing
ANZSCO Code	221111
PCAT Code	1229192
Date of Approval	September 2020
Agency Website	<a href="https://www.treasury.nsw.gov.au">https://www.treasury.nsw.gov.au</a>

### 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 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.

Information about the structure and functions of the NSW Treasury can be sourced on our website: <https://www.treasury.nsw.gov.au> (Refer to "About Treasury" and "Our Treasury Team").

### About Investment Attraction

Investment Attraction will play a crucial role in delivering the NSW Government's economic development outcomes as outlined under Global NSW, and the Economic Blueprint with the aim of improve living standards across the State and create vibrant communities, delivering great jobs in great places for ourselves, for our children and our grandchildren.

### Primary purpose of the role

This role is responsible for the delivery of inbound investment into NSW with a key focus on priority precincts and industry sectors; influencing investment and job creation in NSW, strategically leveraging resources across the government and private sector for the benefit of NSW. This role builds networks with key decision makers both domestically and internationally to foster NSW's reputation as one of the best places in the world for leading businesses to launch, scale and grow. The role will also play a key part in supporting NSW is accelerating the recovery post COVID-19.

## The Ideal Candidate

The ideal Director will have a great mix of project and program development and its implementation, skilled in the management and development of a portfolio of commercial projects, will have worked in or with government and be accustomed to briefing at the highest levels, equally comfortable in the public and commercial sectors with a high level of curiosity and strong grasp of government policies and programs from an economic impact perspective.

- **You are a creative problem solver.** Experienced in initiating, leading and shaping investment attraction programs and projects. Strong analytical, conceptual and strategic thinking skills. Good at synthesising information from multiple sources.
- **You can deliver.** Able to transition strategic thinking into outcomes. Experienced in delivering a portfolio of quality work, such as company level business cases financial and economic analysis and industry sector reviews that are well researched and clear in their findings and recommendations.
- **You are an experienced and trusted advisor.** Readily able to prepare and provide advice to businesses and government stakeholders that reflects Government Policy. Experienced in advising and working in or with top level business and industry leaders.
- **You are an influencer.** Strong grasp of different influencing styles and where and how they are best applied. Well-developed stakeholder engagement. People listen to you as you have an informed perspective and are an excellent communicator. Able to represent the organisation with authority and credibility.
- **You know how to run programs and projects.** High level and well-practised programs with multiple concurrent projects. Able to coordinate work from multiple sources. Knows how to stage work to meet expectations.
- **You are a keen collaborator.** Partners with Treasury colleagues and other agencies at all levels to shape and deliver projects and programs. Have the personal attributes that people want to collaborate with you. A team member who has impact with others.
- **You are an effective leader.** People want to work with and for you. Builds and sustains cohesive and high performing teams. Good at inspiring and engaging with people to achieve high standards, which providing the appropriate levels of direction and guidance. Ensure staff have the knowledge, skills and support to do their work well.

## Key accountabilities

- Work closely with the Executive Director, Investment Attraction and senior executives across Treasury on the implementation of the NSW Economic Blueprint, Global NSW strategy and design of programs and approaches to enable the delivery of inbound investment into NSW priority precincts
- Build, lead and sustain credible, long-term relationships with industry associations, cluster and sector groups, public sector agencies, service providers and other stakeholders, to enhance lead generation and improve the customer experience linking trade and investment with industry development and place-based growth
- Implement a coordinated approach to trade, investment, industry and innovation, enhancing NSW's international reputation and delivering a joined-up approach to investment attraction which supports place-based growth and industry development in a strong business environment.
- Actively develop and engage with a wide range of government agencies, external stakeholders, as well as other State, Federal and international interlocutors to boost economic performance, investment and employment in NSW.
- Collaborate on cross-Treasury and cross-Government issues as required.
- Facilitate the and manage the needs of potential investors, identified through State international networks as well as partners such as Austrade and the Department of Foreign Affairs and Trade.
- Build and develop a team of highly engaged staff to support the delivery of the division's goals.

## Key challenges

- Think creatively and drawing on world-leading best practice to provide innovative solutions to rapidly evolving investment opportunities and disruption.
- Complete significant projects within varying timeframes with attention to appropriate project management principles, stakeholder and client needs and the needs of the Treasury leadership.
- Manage effective relationships with a diverse range of senior external stakeholders, including Australian Commonwealth Agencies, local Governments, other State Governments and key international interlocutors.
- Timely delivery of sector specific industry strategies and innovation programmes as well as high level negotiating skills

## Key relationships

Who	Why
<b>Ministerial</b>	
The Office of the Minister	<ul style="list-style-type: none"> <li>• Consult with Ministerial staff, providing accurate information and timely responses to sensitive or contentious issues</li> </ul>
The Office of the Treasurer	<ul style="list-style-type: none"> <li>• Consult with Treasurer Office staff, providing accurate information and timely responses to sensitive or contentious issues</li> </ul>
<b>Internal</b>	
Executive Director, Investment Attraction	<ul style="list-style-type: none"> <li>• Provide regular and proactive updates on the deployment of investment strategy, development of partner relationships and client pipelines</li> <li>• Escalate issues, keep informed</li> <li>• Collaborate and provide advice to contribute to strategic decision-making.</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>• Monitor and review performance, provide leadership and guidance, foster ongoing professional development.</li> </ul>
Stakeholders	<ul style="list-style-type: none"> <li>• Liaise with, and coordinate information between stakeholders and the Executive; consult and collaborate with, to define mutual interests and determine strategies to achieve their realisation.</li> </ul>
<b>External</b>	
Stakeholders (external agencies, other government departments, and industry)	<ul style="list-style-type: none"> <li>• Coordinate information, gather input from and provide sound and reliable advice; manage expectations, resolve and provide solutions to issues; negotiate outcomes and timeframes.</li> </ul>

## Role dimensions

### Decision making

The person in this role would:

- Has autonomy to drive the delivery of strategic programs and make day to day decisions, prioritising project and programs.
- Human, financial and physical resources under the control of the Director can be re-allocated without referral.
- Plans, leads and organises the work of teams and manages resources through appropriate procurement processes.
- Refers to the Executive Director only those decisions that involves a significant change in the organisational structure, investor attraction strategy, or which require a higher delegation or approval.

## Reporting line

This role reports to the Executive Director, Investment Attraction

## Direct reports

2--39 direct reports (Directors of branch and support team)

## Budget/Expenditure

Not Applicable

## Essential requirements

- Demonstrated research, analytical, creative problem-solving skills and project management capabilities, including expertise in developing investment attraction programs and preparing advice which reflects Government objectives.
- Substantial experience, in stakeholder engagement, commercial negotiation and business development, and experience in leading and motivating a cohesive and high performing team of professionals.
- Highly collaborative and able to demonstrate strong skills in delivering projects in a matrix structure.
- Project management experience and a demonstrated ability to exercise leadership and influence in dealings with external stakeholders.
- Advanced ability to represent an organization with authority and credibility, including strong communication skills and an ability to engage and negotiate with diverse stakeholders.
- Knowledge and understanding, or the demonstrated ability to develop an understanding of, the NSW Government's policies and programs, NSW's capability and the market dynamics and key sectors relevant to the State's economic growth.
- Relevant tertiary qualifications or experience.

## Desirable requirements

- High level knowledge skills and experience in Government protocols and industry policy and able to apply this knowledge to support businesses to scale and grow in NSW. Strong stakeholder engagement skills and a desire to understand commercial drivers of growth for businesses looking to scale and grow in NSW.
- Demonstrable experience in working in government equivalent positions with respect to cross-government communication is highly valued.

## 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 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](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
 Personal Attributes	Display Resilience and Courage	Advanced
	<b>Act with Integrity</b>	<b>Advanced</b>
	Manage Self	Advanced
	Value Diversity	Adept
 Relationships	<b>Communicate Effectively</b>	<b>Highly Advanced</b>
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	<b>Influence and Negotiate</b>	<b>Highly Advanced</b>
 Results	<b>Deliver Results</b>	<b>Advanced</b>
	Plan and Prioritise	Advanced
	<b>Think and Solve Problems</b>	<b>Highly Advanced</b>
	<b>Demonstrate Accountability</b>	<b>Advanced</b>
 Business Enablers	Finance	Advanced
	Technology	Adept
	Procurement and Contract Management	Adept
	<b>Project Management</b>	<b>Advanced</b>
 People Management	<b>Manage and Develop People</b>	<b>Advanced</b>
	<b>Inspire Direction and Purpose</b>	<b>Advanced</b>
	<b>Optimise Business Outcomes</b>	<b>Advanced</b>
	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> 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> Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> <li>Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences</li> <li>Speak in a highly articulate and influential manner</li> <li>State the facts and explain their implications for the organisation and key stakeholders</li> <li>Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations</li> <li>Anticipate and address key areas of interest for the audience and adapt style under pressure</li> </ul>
<b>Relationships</b> Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> <li>Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy</li> <li>Use sound arguments, strong evidence, and expert opinion to influence outcomes</li> <li>Determine and communicate the organisation's position and bargaining strategy</li> <li>Represent the organisation in critical negotiations, including those that are cross jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions</li> <li>Pre-empt and avoid conflict across organisations and with senior internal and external stakeholders</li> <li>Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution</li> </ul>
<b>Results</b> Deliver Results	Advanced	<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> </ul>

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Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <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>
<b>Results</b> Think and Solve Problems	Highly Advanced	<ul style="list-style-type: none"> <li>• Establish and promote a culture which encourages initiative and emphasises the value of continuous improvement</li> <li>• Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues</li> <li>• Identify and evaluate organisation-wide implications when considering proposed solutions to issues</li> <li>• Apply lateral thinking and develop innovative solutions that have long standing, organisation wide impact</li> <li>• Ensure effective governance systems are in place to guarantee quality analysis, research and reform</li> </ul>
<b>Results</b> Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> <li>• Design and develop systems to establish and measure accountabilities</li> <li>• Ensure accountabilities are exercised in line with government and business goals</li> <li>• Exercise due diligence to ensure work health and safety risks are addressed</li> <li>• Oversee quality assurance practices</li> <li>• Model the highest standards of financial probity, demonstrating respect for public monies and other resources</li> <li>• Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks</li> <li>• Incorporate sound risk management principles and strategies into business planning</li> </ul>
<b>Business Enablers</b> Project Management	Advanced	<ul style="list-style-type: none"> <li>• Prepare and review project scope and business cases for projects with multiple interdependencies</li> <li>• Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>• Design and implement effective stakeholder engagement and communications strategies for all project stages</li> <li>• Monitor project completion 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 impact</li> <li>• Manage transitions between project stages and ensure that changes are consistent with organisational goals</li> <li>• Participate in governance processes such as project steering groups</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> </ul>



## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <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>
<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>
<b>People Management</b> Optimise Business Outcomes	Advanced	<ul style="list-style-type: none"> <li>• Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time</li> <li>• Engage in strategic workforce planning and strategic resource utilisation to ensure that the organisation's aims and goals and the government's objectives can be achieved</li> <li>• Align workforce resources and talent with organisational priorities</li> <li>• Set clear boundaries and freedoms for the organisation in risk taking</li> <li>• Hold self and others accountable for implementing and maintaining inclusive workforce management practices</li> </ul>