

Role Description

Director Risk and Resilience



Planning,
Industry &
Environment

Cluster	Planning, Industry and Environment
Agency	Department of Planning, Industry and Environment
Division/Branch/Unit	Legal & Governance Governance
Role number	TBC
Location	Sydney
Classification/Grade/Band	Senior Executive Band 1
ANZSCO Code	139999
PCAT Code	1221392
Date of Approval	April 2020 (updated June 2020)
Agency Website	www.dpie.nsw.gov.au

About the Department of Planning, Industry and Environment

Our vision is to create thriving environments, communities and economies for the people of New South Wales. We focus on some of the biggest issues facing our state. We deliver sustainable water resource and environment management, secure our energy supply, oversee our planning system, maximise community benefit from government land and property, and create the conditions for a prosperous state. We strive to be a high-performing, world-class public service organisation that celebrates and reflects the full diversity of the community we serve and seeks to embed Aboriginal cultural awareness and knowledge throughout the department.

Primary purpose of the role

The Director Risk and Resilience works with the Executive Director Governance to lead, advise and coordinate the implementation of the Department's Risk Management Framework to enable a consistent and robust governance approach across the Department. The Director Risk and Resilience also provides assurance that risk management processes and internal control environments are effective and operating as designed.

Key accountabilities

- Develop and implement the Department's risk management framework and strategy, communicate expectations and obligations to Senior Executives and managers, and monitor and report on performance to improve the Department and Cluster risk profile
- Provide technical leadership, processes and tools to successfully implement the risk management framework within DPIE Groups and Cluster entities
- Support the business to detect potential threats to brand reputation, financial sustainability, operational efficiency, workforce investments and safety to fully develop a shared understanding for the Department and Cluster risk exposure

- Act as a risk and compliance advocate, influencing and managing stakeholder relationships whilst providing expert advice and information on emerging governance issues to Groups and Divisions.
- Provide assurance to the Group / Division on governance and risk related matters
- Direct and coordinate the delivery of regular risk analysis reports to the Executive Director and Senior Executives, complete with actionable plans for avoidance or prevention of possible threats at all levels
- Lead the development and implementation of Business Continuity Management capability across the Department
- Actively contribute and participate in discussion and provide advice to the Executive Director Governance about the direction of the Division in providing Governance services to the Department and / or cluster agencies

Key challenges

- Managing a wide range of internal stakeholders with diverse priorities and expectations, to achieve a consistent and cohesive approach to risk management consistent with the DPIE Risk Management Framework.
- Promoting risk management awareness and knowledge, with associated performance monitoring in a geographically dispersed organization.
- Providing guidance on risk management strategies for sensitive matters while facilitating cultural change to move away from a compliance mindset to dynamic risk management.

Key relationships

Who	Why
Internal	
Executive Leadership Team	<ul style="list-style-type: none"> • Provide expert, advice and recommendations on risk identification, assessment and mitigation plans to contribute to informed decision making
Executive Director Governance	<ul style="list-style-type: none"> • Provide expert advice, counsel and recommendations on the risk management framework • Lead the preparation of quality Executive and Group leadership and Audit and Risk Committee reports
Team	<ul style="list-style-type: none"> • Lead, guide and support all risk team members • Work collaboratively with the Governance Leadership Team to deliver the Divisions objectives • Set performance expectations and manage team performance and development
External	
Other NSW Government Agencies	<ul style="list-style-type: none"> • Establish professional networks and relationships across other jurisdictions to maintain currency of issues, share ideas and learnings, and collaborate on common responses to emerging and/or developing issues
NSW central agencies	<ul style="list-style-type: none"> • Align the risk management strategies and practices with NSW Audit Office and NSW Treasury directions and requirements
External Vendors/Service Providers and Consultants	<ul style="list-style-type: none"> • Negotiate and approve contracts or service level agreements with external providers (e.g. risk management consultants,) to ensure

Role dimensions

Decision making

The Director Risk and Resilience:

- is accountable for the management of team operations and planning to achieve the overall agreed work program commitments
- has considerable autonomy and independence to determine day to day work priorities, deploy resources and allocate duties
- negotiates matters related to area of responsibility, and make decisions in relation to the quality of work performed and methods and approaches for how to achieve business outcomes
- is fully accountable for the content, accuracy, validity and integrity of advice provided
- makes decisions and acts within Government sector core values, strategic plans and priorities, legislative and regulatory frameworks, delegations, and Department policy and procedural frameworks
- is accountable and responsible for the effective management and use of human, financial and other resources within set budget and resource parameters

Reporting line

Executive Director, Governance

Direct reports

Up to five direct reports

Budget/Expenditure

TBC

Key knowledge and experience

- Degree qualification in a relevant discipline and/or equivalent relevant experience
- Substantial senior level experience in managing the development and implementation of Risk Management frameworks and strategies

Essential requirements

Nil

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	<ul style="list-style-type: none"> Champion and model the highest standards of ethical and professional behaviour Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations Set, communicate and evaluate ethical practices, standards and systems and reinforce their use Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports Act promptly and visibly to prevent and respond to unethical behaviour 	Highly Advanced
	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<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 across government, other jurisdictions and external organisations Anticipate and address key areas of interest for the audience and adapt style under pressure 	Highly Advanced
	Work Collaboratively Collaborate with others and value their contribution	<ul style="list-style-type: none"> Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector Publicly celebrate the successful outcomes of collaboration Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions Identify and overcome barriers to collaboration with internal and external stakeholders 	Highly Advanced
 Results	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	<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 in collaboration with others Take account of the wider business context when considering options to resolve issues Explore a range of possibilities and creative 	Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
		<p>alternatives to contribute to system, process and business improvements</p> <ul style="list-style-type: none"> • Implement systems and processes that are underpinned by high-quality research and analysis • Look for opportunities to design innovative solutions to meet user needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria 	

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<ul style="list-style-type: none"> • Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness • Promote a culture of accountability with clear links to government goals • Set standards and exercise due diligence to ensure work health and safety risks are addressed • Inspire a culture that respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity • Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation • Direct the development of short- and long-term risk management frameworks to ensure government aims and objectives are achieved 	Highly Advanced
 Business Enablers	Project Management Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> • 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
 People Management	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	<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 • Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the 	Advanced

FOCUS CAPABILITIES






Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> organisation Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives 	
	Inspire Direction and Purpose Communicate goals, priorities and vision, and recognise achievements	<ul style="list-style-type: none"> Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes Create opportunities for recognising and celebrating high performance at the individual and team level Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges 	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
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Advanced
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
 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	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept