Role Description
Executive Director –
Delivery and Performance

Cluster	Regional NSW
Agency	Department of Regional NSW
Division/Branch/Unit	Strategy, Delivery & Performance /Delivery and Performance
Classification/Grade/Band	Senior Executive Band 2
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
ANZSCO Code	111211
PCAT Code	2119192
Date of Approval	14 May 2020 (updated 2 March 2021)
Agency Website	https://www.nsw.gov.au/regional-nsw

Agency overview

The Department of Regional NSW was formed in 2020 as a central agency for regional issues. The Department is responsible for building resilient regional economies and communities, strengthening primary industries, managing the use of regional land, overseeing the state's mineral and mining resources and ensuring government investment in regional NSW is fair and delivers positive outcomes for local communities and businesses.

Primary purpose of the role

The Executive Director leads the delivery of the priority performance and reporting framework, and develops the strategic data, insights and evaluation capability in the Department. The role oversees the DRNSW Outcome and Business Plan, and leads program evaluation while providing strategic and operational support to the Deputy Secretary Strategy, Delivery and Performance. The role has oversight of DRNSW priority outcomes and performance indicators to ensure delivery, a robust focus on outcomes, and to facilitate the strategic allocation of resources to agency priority programs.

Key accountabilities

- Lead the development and implementation of the strategic planning and reporting framework , and facilitate the preparation of divisional and branch plans which align with the Outcome and Business Plan;
- Direct the alignment of corporate reporting systems, identification of key performance indicators and high-level targets, communication and promotional strategies and processes for review and evaluation, to facilitate identification of variations from plan and necessary remedial actions;
- Lead and guide the monitoring of operational performance across the whole organisation, primarily to meet the strategic needs of the Executive and external stakeholders for performance information. For example, the role will be a key contributor to the DRNSW Finance and Performance Committee;
- Lead the development of a PMO function including the execution of the PMO governance, reporting and review framework, including risk and contingency management, benefits realisation, and program

impact and quality measures, to identify and address issues and assess program progress and overall effectiveness;
- Lead the Data and Analytics approach and execution to drive evidence-based insights and actionable recommendations into key priority areas to inform decision making and resources;
- Lead the Business Improvement approach and execution of significant issues that are creating barriers to progress and reform;
- Develop and maintain proactive working relationships with Ministerial Office staff, Office of the Secretary (DRNSW), central agencies and high priority stakeholders to foster high levels of collaboration and information transfer;
- Liaise with and advise industry stakeholders on strategic planning and performance monitoring and improvement.

Key challenges

- Identifying new and innovative program management approaches and tools and embed these in the behaviour and day to day activities of the organisation's operations, including achieving cooperation, compliance and engagement in the value of a PMO function in an environment of conflicting interests and opinions;
- Anticipating and responding to unplanned changes in Government priorities or funding appropriations which are likely to impede effective delivery against the strategic plan, and identifying mechanisms which mitigate these risks;
- Gaining engagement and agreement from a diversity of stakeholders and developing consistent and timely messages and responses to critical issues in a sensitive and complex political environment.

Key relationships

Who	Why
Ministerial	
Minister's office	• Develop and maintain effective working relationships to facilitate the processing of information requiring the Minister's attention and signature.
Internal	
DRNSW Business Unit Heads and staff	• Assist with reporting and planning activities. • Provide strategic advice on improving business outcomes.
Deputy Secretary Strategy, Delivery & Performance	• Provide guidance and expert strategic and authoritative advice on strategic matters to influence organisational strategy, decisions and initiatives. • Report on progress towards business objectives and discuss future directions.
Direct Reports	• Provide guidance and inspire and motivate the team, provide direction and manage performance. • Set performance expectations and manage team performance and development.
Executive Directors, Directors & Senior Managers across DRNSW Cluster	• Develop and manage strong professional relationships and partnerships, foster and facilitate their optimal collaboration, participation and engagement.

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	• Provide expert and strategic advice to influence decisions, support initiatives, and to inform the development of programs and initiatives.
	• Provide advice, communicate and consult on a broad range of corporate strategy and performance improvement issues to encourage the building of an organisational culture that supports performance improvement through innovation.
External	
Senior Executives of other NSW Government Agencies, and Other Stakeholders	• Forge strategic long-term partnerships and consultative working relationships with key stakeholders and the community, engaging their support and ensuring that all perspectives and implications are considered in decision making, ensuring coordination across the organisation to achieve broader organisational objectives.
	• Respond to inquiries and discuss and negotiate on central agency reporting requirements.
	• Establish and maintain networks to enable performance benchmarking, monitor industry trends, maintain currency, and collaboration on common responses to emerging and future issues.

Role dimensions

Decision making

The Executive Director:

- Operates with a high level of autonomy and is fully accountable for the accuracy, integrity and quality of the content of advice and opinions provided to the Deputy Secretary Strategy, Delivery & Performance on matters referred;
- Determines their key work priorities within the context of agreed work plans and will consult with the Deputy Secretary Strategy, Delivery & Performance on the more complex sensitive and political issues that have a significant impact on DRNSW functions or may affect the delivery of public sector wide policy and practice;
- Acts within the standard delegated decision-making authority relating to the group and refers decisions outside its control to the Deputy Secretary Strategy, Delivery & Performance, and provides authoritative advice to the Deputy Secretary Strategy, Delivery & Performance;
- Has a leadership role in developing and delivering corporate strategies, programs, key priorities and reforms;
- Has key advisory relationships with Executive within DRNSW.

Reporting line

The Executive Director reports to the Deputy Secretary Strategy, Delivery & Performance

Direct reports

Director Portfolio Performance & Reporting

Director Information, Analytics & Improvement

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TBA

Key knowledge and experience

- Tertiary qualifications in a business-related discipline such as in commercial and/or demonstrated equivalent experience;
- Extensive experience at a senior level in project, program or portfolio management with a proven track record in successful in design, implementation and maintenance of project and program reporting frameworks and in reviewing and making recommendations taking into account cost- benefit analysis, budgeting, financial planning and performance tracking;
- Demonstrated ability to exercise sound judgement, particularly in matters of political sensitivity, strict confidentiality and/or potential controversy.

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	• 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
Relationships	**Communicate Effectively** Communicate clearly, actively listen to others, and respond with understanding and respect	• 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	• 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
Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	• Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial 'win-win' outcomes • Show sensitivity and understanding in resolving acute and complex conflicts and differences • Identify key stakeholders 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 • Anticipate and minimise conflict within the organisation and with external stakeholders	Advanced
Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	• Seek and apply the expertise of key individuals to achieve organisational outcomes • Drive a culture of achievement and acknowledge input from others • Determine how outcomes will be measured and guide others on evaluation methods • 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 business unit output to ensure government outcomes are achieved within budgets • Progress organisational priorities and ensure that resources are acquired and used effectively	Advanced
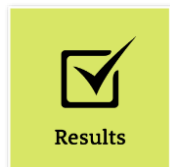
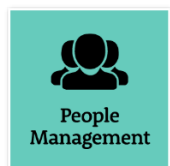|	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	• Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement • Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues • Identify and evaluate organisation-wide implications when considering proposed solutions to issues • Apply lateral thinking and develop innovative solutions that have a long-lasting, organisation-wide impact • Ensure effective governance systems are in place to guarantee quality analysis, research and reform	Highly Advanced
Business Enablers	**Project Management** Understand and apply effective planning, coordination and control methods		• 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		• 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 organisation • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives	Advanced

Inspire Direction and Purpose Communicate goals, priorities and vision, and recognise achievements	• 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	Advanced
Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Advanced
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	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	Advanced