

# Role Description

## Director, Office of the Deputy Secretary Corporate Services



Planning,  
Industry &  
Environment

Cluster	Planning, Industry and Environment
Agency	Department of Planning, Industry and Environment
Division/Branch/Unit	Corporate Services / Office of the Deputy Secretary
Location	Sydney
Classification/Grade/Band	Senior Executive Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
ANZSCO Code	132511
PCAT Code	1227292
Date of Approval	August 2019 (updated February 2021)
Agency Website	<a href="http://www.dpie.nsw.gov.au">www.dpie.nsw.gov.au</a>

### 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, Office of Deputy Secretary Corporate Services provides high level policy, planning and day to day administrative and secretariat support to the Deputy Secretary to facilitate the achievement of organisational objectives. The Director leads the coordination of advice and flow of policy and planning proposals through the Office to Ministerial offices for approval on behalf of the Deputy Secretary.

### Key accountabilities

- Lead and manage the corporate, executive and ministerial support services ensuring that high quality services are delivered in an effective and efficient manner.
- Provide high level advice to the Deputy Secretary on a full range of diverse and complex issues and projects that span across the Department.
- Lead and manage the delivery of appropriate secretariat and meeting support for the Deputy Secretary and Executive to facilitate their effective operation.
- Coordinate corporate planning across the Division, facilitating planning undertaken by the executive lead team for the Deputy Secretary, proactively contribute to development of Departmental strategic and corporate planning activities and processes, and monitor delivery against key performance indicators to ensure that planning milestones and reporting requirements are achieved.

- Deliver, lead and coordinate high level cross-divisional business system improvement that may include financial projects, significant reform initiatives, and manage key internal and external business reporting functions to meet strategic and operational objectives of the Department and the Cluster.
- Effectively manage current issues and identify and investigate urgent and emerging management and contentious issues which may require the direct intervention of the Deputy Secretary; and ensure the Deputy Secretary is fully briefed and advised.
- Coordinate, review and prepare high level quality strategic and operational briefing papers, reports, business cases, proposals and correspondence to enable the Deputy Secretary to make timely decisions.
- Establish and maintain effective relationships and act as a principal representative of the Department, including active engagement with Ministers' Offices, central and other agencies Senior Executives and management across the Cluster to foster high levels of collaboration, facilitate information flow and achieve mutually beneficial outcomes.

## Key challenges

- Identifying and understanding a full range of diverse issues, competing interests and priorities to ensure that the Deputy Secretary and the Corporate Services executive leadership team for the Deputy Secretary are fully briefed.
- Ensuring a consistent and timely management response to organisational challenges across the Department and Cluster, aligned with Executive decisions, in the absence of a direct reporting relationship.
- Ensuring coordinated, considered strategic advice and value added solutions are delivered in a high pressure environment of tight timeframes, where matters or issues may have high political sensitivity and media interest.

## Key relationships

Who	Why
<b>Ministerial</b>	
Ministerial Offices	<ul style="list-style-type: none"> <li>• Consult with Ministerial staff to support planning and decision processes and timely responses to sensitive or contentious issues.</li> <li>• Collaborate and maintain open relationships to expedite responses and information transfer.</li> </ul>
<b>Internal</b>	
Deputy Secretary	<ul style="list-style-type: none"> <li>• Identify emerging issues/risks and their implications and propose solutions.</li> <li>• Receive advice and report on progress towards business objectives and discuss future directions.</li> </ul>
Executive Leadership Team	<ul style="list-style-type: none"> <li>• Collaborate and provide advice to contribute to decision making and strategic directions to support implementation of strategic and business plans, policies, projects and new initiatives.</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>• Lead, direct and manage performance.</li> <li>• Encourage team members to work collaboratively to achieve business outcomes.</li> </ul>

Who	Why
<b>External</b>	
Other NSW Government Agencies	<ul style="list-style-type: none"> <li>Establish networks to enable performance benchmarking, monitor industry trends, maintain currency and collaborate on emerging issues.</li> <li>Share information, identify areas for collaboration and take advantage of synergies.</li> </ul>
Community/Industry stakeholders	<ul style="list-style-type: none"> <li>Establish and manage collaborative relationships.</li> <li>Represent the Department in discussions.</li> </ul>

## Role dimensions

### Decision making

The Director:

- is accountable for the management of team operations and planning to achieve the overall agreed work program.
- 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 makes 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 to the Deputy Secretary.
- must consult with the Deputy Secretary on major issues arising during the course of work performed.
- makes decisions and acts within Government sector core values, strategic plans and priorities, legislative and regulatory frameworks, delegations, and agency policy and procedural frameworks and guidelines.

### Reporting line

Deputy Secretary

### Direct reports

TBA

### Budget/Expenditure

TBA

## 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	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>Model the highest standards of ethical and professional behaviour and reinforce their use</li> <li>Represent the organisation in an honest, ethical and professional way and set an example for others to follow</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 promptly on reported breaches of legislation, policies and guidelines</li> </ul>	Advanced
	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<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>	Highly Advanced
 Relationships	<b>Work Collaboratively</b> Collaborate with others and value their contribution	<ul style="list-style-type: none"> <li>Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector</li> <li>Publicly celebrate the successful outcomes of collaboration</li> <li>Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions</li> <li>Identify and overcome barriers to collaboration with internal and external stakeholders</li> </ul>	Highly Advanced
	<b>Influence and Negotiate</b> Gain consensus and	<ul style="list-style-type: none"> <li>Influence others with a fair and considered approach and present persuasive counter-arguments</li> </ul>	Advanced

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commitment from others, and resolve issues and conflicts

- 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



Results

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### **Plan and Prioritise**

Plan to achieve priority outcomes and respond flexibly to changing circumstances



- Understand the links between the business unit, Advanced organisation and the whole-of-government agenda
- Ensure business plan goals are clear and appropriate and include contingency provisions
- Monitor the progress of initiatives and make necessary adjustments
- Anticipate and assess the impact of changes, including government policy and economic conditions, on 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 help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning

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### **Think and Solve Problems**

Think, analyse and consider the broader context to develop practical solutions

- Undertake objective, critical analysis to draw Advanced 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 alternatives to contribute to system, process and business improvements
- 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






 <p>Business Enablers</p>	<p><b>Project Management</b></p> <p>Understand and apply effective planning, coordination and control methods</p>	<p>criteria</p> <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>	<p>Advanced</p>
 <p>People Management</p>	<p><b>Manage and Develop People</b></p> <p>Engage and motivate staff, and develop capability and potential in others</p>	<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> <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>	<p>Advanced</p>

## 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
 <b>Personal Attributes</b>	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
 <b>Relationships</b>	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
 <b>Results</b>	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
 <b>Business Enablers</b>	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
 <b>People Management</b>	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Advanced
	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