

Role Description

Director, Governance

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|---------------------------|--|
| Cluster | Department of Premier and Cabinet |
| Department/Agency | Department of Premier and Cabinet |
| Division/Branch/Unit | Cabinet and Governance, Office of General Counsel |
| Location | Sydney CBD |
| Classification/Grade/Band | Band 1 |
| Kind of Employment | Ongoing |
| ANZSCO Code | 139914 |
| Role Number | tbc |
| PCAT Code | 3111292 |
| Date of Approval | December 2019 |
| Agency Website | www.dpc.nsw.gov.au |

Agency Overview

The NSW Department of Premier and Cabinet (DPC) is the lead central agency in the NSW Government.

We support the Premier and the Special Minister of State, the Cabinet, Ministers and agencies by coordinating policies and services across government. We lead policy development, provide innovative ideas and support Government plans and projects.

Working with us will give you a broad overview in areas such as public policy formulation, public administration and state administrative matters and an opportunity to be involved in a range of state-wide policies, issues and projects.

For more information go to http://www.dpc.nsw.gov.au/about/about_the_department.

Primary purpose of the role

Direct and lead the departmental corporate governance, risk and key forum secretariat functions to ensure the DPC's standards of probity, equity and best practice in public administration are met. Direct and lead functions and system design for appointments to prominent State roles and to Government boards and committees.

Key accountabilities

- Lead the development, implementation and monitoring of the Department's internal audit program, risk management framework, fraud and misconduct control methodology, probity and governance strategies to identify and mitigate corporate risks, maintain appropriate business governance processes and ensure compliance with public sector policy and legislative requirements.
- Facilitate consultation with the Audit and Risk Committee to ensure that the Committee has oversight of related corporate governance and risk programs and controls.
- Lead the development of system design and policy for appointments to key government roles, including statutory and non-statutory roles for individuals and for boards and committees.
- Coordinate the submission of proposed government appointments for Cabinet consideration.

- Provide high level strategic, tactical and operational advice and support to the Secretary and other Executives to ensure the Department's operations meet required standards of probity, equity and best practice in public administration and support the achievement of DPC and Government objectives.

Key challenges

- Ensure that the Department is managed with the highest levels of integrity and probity and proactively manage and anticipate risks which may impact operations.
- Ensure stakeholders, including the Premier and Ministers, are supported with effective systems and advice for the making of appointments to key government roles, including statutory and non-statutory roles for individuals and for boards and committees.

Key relationships

| Who | Why |
|---|---|
| Internal | |
| Secretary | <ul style="list-style-type: none"> ▪ Provide high level advice to support informed decision-making systems and act as the authoritative expert on Departmental Governance and Risk matters for DPC. |
| General Counsel | <ul style="list-style-type: none"> ▪ Assist General Counsel on agreed high level projects. |
| Executive Director – Cabinet and Governance | <ul style="list-style-type: none"> ▪ Alert the Executive Director to issues which may escalate, or matters which may have unforeseen impact on achievement of a particular initiative. |
| Deputy Secretaries | <ul style="list-style-type: none"> ▪ Partner with the senior executives to identify risk and governance needs and assist with devising and implementing mitigations |
| External | |
| Audit & Risk Committee | <ul style="list-style-type: none"> ▪ Communicate and work with the Committee on the management of Governance and Risk within the Department. |
| Public Service Commission | <ul style="list-style-type: none"> ▪ Engage the Commission concerning appointments systems, including the Classification and Remuneration Framework and appointment standards for NSW boards and committees. |
| Clusters | <ul style="list-style-type: none"> ▪ Engage key stakeholders to ensure orderly preparation of advice and appointment instruments for consideration by Ministers and Cabinet |

Role dimensions

Decision making

The Director Governance operates with a high level of autonomy and has full authority to determine day to day work priorities, allocating duties and decisions relating to the quality of the work assigned.

The role is the authoritative expert on Governance and Risk matters for DPC, provides advice directly to the Secretary and to the Deputy Secretaries, at times without the need for substantive input from the Executive Director or General Counsel.

Reporting line

The Director Governance reports to the Executive Director, Cabinet and Governance.

Direct reports

Number of staff reporting directly: 4

Number of staff reporting indirectly: 4

Budget/Expenditure

Financial Delegation: Expenditure limit \$100,000

Administrative Delegation: Category C

Essential requirements




- Ability to lead in complex situations, with ability to influence multiple stakeholders.
- Proven track record at a senior/executive level in strategic governance, risk management and compliance planning and managing projects.

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 | Adept |
|  Relationships | Communicate Effectively | Advanced |
| | Commit to Customer Service | Advanced |
| | Work Collaboratively | Advanced |
| | Influence and Negotiate | Highly Advanced |
|  Results | Deliver Results | Advanced |
| | Plan and Prioritise | Advanced |
| | Think and Solve Problems | Advanced |
| | Demonstrate Accountability | Adept |
| | Finance | Adept |
| | Technology | Adept |

NSW Public Sector Capability Framework

| Capability Group | Capability Name | Level |
|---|-------------------------------------|-----------------|
|  | Procurement and Contract Management | Adept |
| | Project Management | Adept |
|  | Manage and Develop People | Adept |
| | Inspire Direction and Purpose | Advanced |
| | Optimise Business Outcomes | Adept |
| | Manage Reform and Change | 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 Manage Self | Advanced | <ul style="list-style-type: none"> Act as a professional role model for colleagues, set high personal goals and take pride in their achievement Actively seek, reflect and act on feedback on own performance Translate negative feedback into an opportunity to improve Maintain a high level of personal motivation Take the initiative and act in a decisive way |
| Relationships Communicate Effectively | Advanced | <ul style="list-style-type: none"> Present with credibility, engage varied audiences and test levels of understanding Translate technical and complex information concisely for diverse audiences Create opportunities for others to contribute to discussion and debate Actively listen and encourage others to contribute inputs Adjust style and approach to optimise outcomes Write fluently and persuasively in a range of styles and formats |

NSW Public Sector Capability Framework

| Group and Capability | Level | Behavioural Indicators |
|--|------------------------|---|
| Relationships Commit to Customer Service | Advanced | <ul style="list-style-type: none"> Promote a culture of quality customer service in the organisation Initiate and develop partnerships with customers to define and evaluate service performance outcomes Promote and manage alliances within the organisation and across the public, private and community sectors Liaise with senior stakeholders on key issues and provide expert and influential advice Identify and incorporate the interests and needs of customers in business process design Ensure that the organisation's systems, processes, policies and programs respond to customer needs |
| Relationships Work Collaboratively | Advanced | <ul style="list-style-type: none"> Build a culture of respect and understanding across the organisation Recognise outcomes which resulted from effective collaboration between teams Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions |
| 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 |

NSW Public Sector Capability Framework

| Group and Capability | Level | Behavioural Indicators |
|--|-----------------|---|
| 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 | Adept | <ul style="list-style-type: none"> • Prepare clear project proposals and define scope and goals in measurable terms • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Prepare accurate estimates of costs and resources required for more complex projects • Communicate the project strategy and its expected benefits to others • Monitor the completion of project milestones against goals and initiate amendments where necessary • Evaluate progress and identify improvements to inform future projects |
| People Management Manage Reform and Change | Advanced | <ul style="list-style-type: none"> • Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty • Assist others to address emerging challenges and risks and generate support for change initiatives • Translate change initiatives into practical strategies and explain these to staff and their role in implementing them • Implement structured change management processes to identify and develop responses to cultural barriers |