

Role Description

Deputy Secretary

Cluster	Department of Premier and Cabinet
Department/Agency	Department of Premier and Cabinet
Division/Branch/Unit	Various
Location	Sydney CBD
Classification/Grade/Band	Senior Executive Band 3
Kind of Employment	Ongoing
ANZSCO Code	111211
Role Number	Various
PCAT Code	2119192
Date of Approval	September 2017
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. Our mission is to enhance the lives of the people of NSW by driving priorities, brokering outcomes and delivering programs and services.

We support the Premier and Deputy Premier, 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

The Deputy Secretary provides executive leadership, expert strategic information, authoritative advice and recommendations to the delivery of a substantial and diverse policy portfolio, setting the strategic direction of research and analysis, development, evaluation and reporting to ensure delivery of Government's strategic policy agenda and initiatives.

Key accountabilities

- Lead and direct the provision of timely, expert and authoritative advice to the Premier, Deputy Premier, Secretary, Cabinet and support to Standing Cabinet Committees to enable fully informed evidence-based strategic policy recommendations and decisions.
- Provide high levels of strategic and authoritative advice to the Secretary in respect to major policy issues, the setting of whole-of-Government priorities, and the implementation of government policy relating to inter-governmental relations.
- Lead and enhance strategic long term partnerships and consultative working relationships with key industry/community stakeholders to ensure that all perspectives and implications are considered in formulation of policy recommendations to government.

- Work collaboratively with agencies to identify strategies and innovative policies to ensure service delivery targets are achieved on time, in an efficient, cost effective manner, and foster an improved service culture and optimal community involvement and engagement with the policy development process.
- Drive the identification of a range of reform projects, development of sector-wide strategy and innovative policy solutions to meet emerging issues to Government priorities and objectives.
- Direct the development, implementation and ongoing evaluation and review of policies, programs and priorities to ensure alignment with Government's strategic policy direction.
- Provide professional leadership and guidance, set performance expectations for the Group's executive management team, and direct the overall performance of the group to deliver high quality, well researched and constructed policy propositions and outcomes.
- Engage in critical planning and decision making processes to contribute to leadership and effective governance within the Department and more broadly across the cluster and to ensure that decisions are informed by high quality, expert advice.
- Represent the Department and Government generally, in consultations and negotiations with key external stakeholders, including other government jurisdictions nationally and/or internationally, to optimise outcomes for the Department and the state.

Key challenges

- Achieving the NSW Government's key policy objectives in the key areas through the development of agency partnerships, facilitating and promoting a culture of innovation and optimal community engagement and involvement in the policy development process.
- Building effective strategic relationships and partnerships with diverse stakeholders, community groups, professional associations, representing a broad range of interests, to ensure their optimal engagement and contribution to the policy development, implementation and evaluation processes.
- Applying effective influencing skills to achieve outcomes in an environment where implementation is reliant on other agencies but there is no line authority over these other agencies.
- Anticipating and responding to issues likely to affect the delivery or priority of the Government's objectives.

Key relationships

Who	Why
Ministerial	
Premier/Deputy Premier/Ministerial staff	<ul style="list-style-type: none"> • Consult directly with the Premier and/or Deputy Premier providing accurate information and interpretation of issues relevant to the delivery of key policy initiatives and timely responses to sensitive or contentious issues • Provide strategic advice to the Premier around development and implementation of government's policy framework • Provide advice to ministerial staff to influence and ensure stakeholder engagement
Internal	
Secretary	<ul style="list-style-type: none"> • Provide expert, authoritative advice to the Secretary in respect to major policy issues • Alert the Secretary to issues which may escalate, or matters which may have unforeseen impact on achievement of a particular policy outcome

Who	Why
	<ul style="list-style-type: none"> • Communicate information related to performance against budget and potential variations which may impact on budgeting or budget performance at the Department or cluster level • Achieve endorsement of Group strategic and corporate plans and goals, and prioritisation of policy development and implementation • Support the Secretary in leadership of the Department and sector especially with regards to building a performance culture and enhancing the capability of the NSW public service
Executive	<ul style="list-style-type: none"> • Contribute to executive decision making processes and implementation of appropriate governance frameworks
Group	<ul style="list-style-type: none"> • Provide professional leadership, direction, guidance, people management and development for the Group • Set overall performance expectations and oversee the implementation of effective performance management frameworks and processes • Management of corporate responsibilities
Cluster Executive	<ul style="list-style-type: none"> • Provide oversight across the cluster to coordination of inputs in preparing advice related to major policy issues for the Premier and/or Secretary • Contribute to the quality of leadership across the cluster by participating in leadership planning and communications initiatives
External	
Other Deputy Secretaries Policy	<ul style="list-style-type: none"> • Establish effective high level networks with Deputy Secretaries Policy of other NSW clusters, departments and agencies, and with similar roles across other jurisdictions, to enable effective integration across policy portfolios
Broader Government stakeholders	<ul style="list-style-type: none"> • Maintain effective networks with key stakeholders across other tiers of government in NSW, and across other jurisdictions, to exchange intelligence regarding insights and trends, initiatives and innovations, and other matters of mutual interest to enhance the effectiveness and quality of policy development processes • Foster strong proactive working relationships with other federal, state and territory government agencies to support the alignment of key policy directions, advocate for NSW policy positions and enhance the Division's policy skills and capabilities
Non-Government stakeholders	<ul style="list-style-type: none"> • Build and maintain effective networks and relationships with partners to engage their support

Role dimensions

Decision making

The Deputy Secretary operates with a high level of autonomy and is fully accountable for the accuracy, validity and integrity of the content of advice provided and work performed in the Group.

Specific decision making required of the Deputy Secretary role relates to:

- ensuring the development and delivery of key policy initiatives, whole-of-Government priorities and the implementation of government policy
- maintaining strategic relationships with key stakeholders and conducting high level negotiations

- keeping the Secretary, Premier, Deputy Premier, Cabinet, and regional ministers fully informed on relevant issues
- providing leadership in developing, initiating, championing and monitoring strategic initiatives and Government priorities.

Reporting line

The Deputy Secretary reports to the Secretary.

Direct reports

Number of staff reporting directly: tbc

Budget/Expenditure

Financial Delegation: Expenditure limit \$500,000

Administrative Delegation: Category A

Total Budget: tbc

Essential requirements


- Demonstrated high level experience in delivering strategic policy initiatives
- Thorough understanding of the complexity of government operations at both state and national levels including a high level understanding of the legislative framework and legislative reform, and an understanding of the machinery of Government, including Cabinet and legislative processes.
- Appropriate tertiary qualifications or equivalent, relevant professional experience
- High level leadership skills and proven capacity to collaborate across complex organisations that contributes to substantial domain expertise in either economic or social policy.

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
	Display Resilience and Courage	Highly Advanced
	Act with Integrity	Advanced
	Manage Self	Highly Advanced
	Value Diversity	Advanced

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Relationships	Communicate Effectively	Highly Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Highly Advanced
 Results	Deliver Results	Highly Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Highly Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Advanced
	Technology	Adept
	Procurement and Contract Management	Advanced
	Project Management	Advanced
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Highly Advanced
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Highly 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 Act with Integrity	Advanced	<ul style="list-style-type: none"> Model the highest standards of ethical behaviour and reinforce them in others Represent the organisation in an honest, ethical and professional way and set an example for others to follow

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Ensure that others have a working understanding of the legislation and policy framework within which they operate Promote a culture of integrity and professionalism within the organisation and in dealings external to government Monitor ethical practices, standards and systems and reinforce their use Act on reported breaches of rules, policies and guidelines
Relationships Communicate Effectively	Highly Advanced	<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 cross-government, cross jurisdictionally and outside of government Actively listen, and identify ways to ensure all have an opportunity to contribute Anticipate and address key areas of interest for the audience and adapt style under pressure
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 and 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 Think and Solve Problems	Highly Advanced	<ul style="list-style-type: none"> Establish and promote a culture which encourages 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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Identify and evaluate organisation-wide implications when considering proposed solutions to issues Apply lateral thinking and develop innovative solutions that have long standing, organisation-wide impact Ensure effective governance systems are in place to guarantee quality analysis, research and reform
Results Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> Design and develop systems to establish and measure accountabilities Ensure accountabilities are exercised in line with government and business goals Exercise due diligence to ensure work health and safety risks are addressed Oversee quality assurance practices Model the highest standards of financial probity, demonstrating respect for public monies and other resources Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks Incorporate sound risk management principles and strategies into business planning
Business Enablers Finance	Advanced	<ul style="list-style-type: none"> Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound Assess relative cost benefits of direct provision or purchase of services Understand and promote the role of sound financial management and its impact on organisational effectiveness Involve specialist financial advice in review and evaluation of systems and processes used to identify opportunities for improvement Respond to financial and risk management audit outcomes, addressing areas of non-compliance
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts Access key subject-matter experts' knowledge to inform project plans and directions Implement effective stakeholder engagement and communications strategy for all stages of projects Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning Develop effective strategies to remedy variances from project plans, and minimise impacts Manage transitions between project stages and ensure that changes are consistent with organisational goals

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Inspire Direction and Purpose	Highly Advanced	<ul style="list-style-type: none">• Champion the organisational vision and strategy, and communicate the way forward• Create a culture of confidence and trust in future direction• Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation• Communicate the parameters and expectations surrounding organisational strategies• Celebrate organisational success and high performance and engage in activities to maintain morale