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| **Cluster** | Premier and Cabinet |
| **Agency** | Public Service Commission |
| **Division/ Branch/ Unit** | Capability and Culture/ Workforce Strategy and Capability |
| **Classification/Grade/Band** | Clerk Grade 9/10 |
| **Senior executive work level standards** | Not Applicable |
| **ANZSCO Code** | 224412 |
| **PCAT Code** | 1119192 |
| **Date of Approval** | October 2020 |
| **Agency Website** | https://www.psc.nsw.gov.au/ |

Agency overview

The Public Service Commission (PSC) is headed by an independent Public Service Commissioner and is a separate agency under the Government Sector Employment Act 2013 (GSE Act) that supports the Commissioner in exercising his/her functions and powers.

The PSC leads the design, development and implementation of the full range of workforce management strategies - including workforce capability, recruitment and assessment and strategic workforce planning - to enhance the effectiveness and efficiency of the NSW public sector workforce.

Primary purpose of the role

The Senior Advisor contributes to program and policy development initiatives, including their implementation and evaluation, and provides timely, policy advice on matters relating to the public sector workforce.

Key accountabilities

* Research, analyse and review complex policy issues in relation to the public sector workforce, identify and act on opportunities, identify emerging issues, develop evidence-based options, and recommend solutions to resolve problems and mitigate risks.
* Provide timely, expert advice and professional support to government agencies concerning public sector workforce policies, programs, initiatives and issues to enhance the capability of agencies to make well informed decisions.
* Develop issues papers, policy papers, briefs, reports, speeches and correspondence to enable the Commissioner to respond to the Government’s requests or inform the Government’s decisions.
* Undertake quantitative and qualitative research and analysis to support public sector workforce management policy and program development and evaluate implementation outcomes.
* Maintain current knowledge of contemporary trends and developments including organisational development and workforce management practices, legislation, policy and funding initiatives impacting the public sector workforce and identifying and assessing their potential for application in an environment which is subject to rapid change and development.

Key challenges

* Delivering policy initiatives and projects to the required standards and timeframes, given the need to
rapidly understand and integrate new and novel information and adapt in an often changing and unpredictable environment.
* Managing the consultation process with sector representatives to optimise acceptance and ease of implementation once a policy or program direction is decided.
* Operating flexibly, being adaptable and assimilating information quickly.

Key relationships

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| **Who** | **Why** |
| **Internal**  |   |
| Relevant Reporting Line Manager  | * Provide regular updates on key projects, issues and priorities
* Contribute to strategic planning, policy development and decision making
* Escalate issues, keep informed and receive instructions.
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| Senior Executive/ Leadership (if relevant) | * Provide strategic and/ or tailored advice and recommendations
* Provide updates on work activity and performance
* Discuss solutions to challenging issues
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| Work Team/ Direct and Indirect Report(s)  | * Lead, direct and manage performance
* Coach and mentor to build professional expertise
* Collaborate to continually improve knowledge, build capability, and improve consistency and service quality
* Provide an escalation point for issues or complex decision-making.
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| **External**  |   |
| External Stakeholders/ Customers  | * Address queries and/or redirect to relevant party for review and resolution.
* Contribute to a client-focused approach to service provision
* Provide advice to support decision-making and provide solutions to issues
* Optimise engagement to define mutual interests, manage expectations and achieve defined outcomes
* Establish networks to enable performance benchmarking and maintain currency in trends and developments
* Contribute to cross agency or whole of government projects/programs
* Actively manage the relationships with providers to ensure services and information is maintained in accordance with any agreements with a continued focus on improvements in accuracy and timeliness.
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# Role dimensions

## Decision making

The role operates with autonomy in determining day to day work priorities within the context of an agreed work plan and in making associated decisions. Decisions on complex issues or those with political impact are referred to a higher level of authority.

**Reporting line**

The role reports to the relevant reporting line manager.

## Direct reports

## The role will have a variable number of direct and indirect reports (depending on business/ project requirements)

## Budget/Expenditure

As per PSC financial delegations.

**Essential requirements**

* Appropriate tertiary qualifications and/or demonstrated, relevant, equivalent professional experience.

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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 |
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| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level**  |
|  | **Display Resilience and Courage**Be open and honest, prepared to express your views, and willing to accept and commit to change | Be flexible, show initiative and respond quickly when situations changeGive frank and honest feedback and adviceListen when ideas are challenged, seek to understand the nature of the comment and respond appropriatelyRaise and work through challenging issues and seek alternativesRemain composed and calm under pressure and in challenging situations | Adept |
|  | **Communicate Effectively**Communicate clearly, actively listen to others, and respond with understanding and respect | Tailor communication to diverse audiencesClearly explain complex concepts and arguments to individuals and groupsCreate opportunities for others to be heard, listen attentively and encourage them to express their viewsShare information across teams and units to enable informed decision makingWrite fluently in plain English and in a range of styles and formatsUse contemporary communication channels to share information, engage and interact with diverse audiences | Adept |
| **Work Collaboratively**Collaborate with others and value their contribution  | Encourage a culture that recognises the value of collaborationBuild cooperation and overcome barriers to information sharing and communication across teams and unitsShare lessons learned across teams and unitsIdentify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to workActively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services  | Adept  |
| **Influence and Negotiate**Gain consensus and commitment from others, and resolve issues and conflicts | Negotiate from an informed and credible positionLead and facilitate productive discussions with staff and stakeholdersEncourage others to talk, share and debate ideas to achieve a consensusRecognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomesInfluence others with a fair and considered approach and sound argumentsShow sensitivity and understanding in resolving conflicts and differencesManage challenging relationships with internal and external stakeholdersAnticipate and minimise conflict | Adept |
|  | **Deliver Results**Achieve results through the efficient use of resources and a commitment to quality outcomes | Use own and others’ expertise to achieve outcomes, and take responsibility for delivering intended outcomesMake sure staff understand expected goals and acknowledge staff success in achieving theseIdentify resource needs and ensure goals are achieved within set budgets and deadlinesUse business data to evaluate outcomes and inform continuous improvementIdentify priorities that need to change and ensure the allocation of resources meets new business needsEnsure that the financial implications of changed priorities are explicit and budgeted for | Adept |
| **Think and Solve Problems**Think, analyse and consider the broader context to develop practical solutions | Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidenceAnticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experienceApply creative-thinking techniques to generate new ideas and options to address issues and improve the user experienceSeek contributions and ideas from people with diverse backgrounds and experienceParticipate in and contribute to team or unit initiatives to resolve common issues or barriers to effectivenessIdentify and share business process improvements to enhance effectiveness | Adept |
|  | **Project Management**Understand and apply effective planning, coordination and control methods | Understand all components of the project management process, including the need to consider change management to realise business benefitsPrepare clear project proposals and accurate estimates of required costs and resourcesEstablish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirementsIdentify and evaluate risks associated with the project and develop mitigation strategiesIdentify and consult stakeholders to inform the project strategyCommunicate the project’s objectives and its expected benefitsMonitor the completion of project milestones against goals and take necessary actionEvaluate progress and identify improvements to inform future projects | Adept |

# 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 |
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| **Capability group/sets** | **Capability name** |  | **Description** | **Level**  |
|  | Act with Integrity | Be ethical and professional, and uphold and promote the public sector values | Intermediate |
| Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Intermediate |
|  | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Adept |
|  | Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Intermediate |
| Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Intermediate |
|  | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Intermediate |
| Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Intermediate |
| Procurement and Contract Management  | Understand and apply procurement processes to ensure effective purchasing and contract performance. | Intermediate  |
|  | Manage and Develop People | Engage and motivate staff, and develop capability and potential in others  | Intermediate  |
| Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Intermediate  |
| Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Intermediate |
| Manage Reform and Change  | Support teams in developing new ways of workingand generating innovative ideas to approachchallenges | Intermediate |