

# Role Description

## Director, Regional



Regional  
NSW

Cluster	Regional NSW
Department/Agency	Department of Regional NSW
Division/Branch/Unit	Regional NSW Group / Regional Development
Location	Sydney Region/Regional NSW
Classification/Grade/Band	Senior Executive Band 1
ANZSCO Code	511112
Role Number	Various
PCAT Code	3119192
Date of Approval	April 2018 (updated May 2020)
Agency Website	nsw.gov.au/regionalnsw

### 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

Drive and deliver place based, regional and state-wide economic and social initiatives in collaboration with NSW Government agencies, local councils, and the private sector to improve the lives of people living in regional NSW. The role also provides non-political support for the Regional Parliamentary Secretary and ensures the Government's priorities are met at a regional level, especially on multi-agency issues with whole-of-State significance.

### Key accountabilities

- Lead the delivery of regional and state-wide DPC economic and social initiatives across the region to address the needs of communities in regional NSW.
- Research and analyse data and evidence to develop, drive and deliver place based solutions in collaboration with state-agencies and local councils.
- Provide strong and effective leadership to develop and deliver a strategic whole of government agenda for the region with state agencies through the Regional Leadership Executive.
- Establish and maintain strong collaborative relationships, at a senior level, with internal and external stakeholders including regional leaders in the private, not for profit, state and local government sectors to share information and develop consistent state-wide approaches where necessary.
- Deliver high level support to the Regional Parliamentary Secretary.

- Provide high quality, specialist and timely advice and information to the Executive Director and Deputy Secretary, and ensure timely high quality responses to correspondence, briefings, submissions and reports to inform decision making and ensure operational requirements are met.
- Set and establish a positive results driven culture focused on outcomes that make a difference to the lives of people living in regional NSW.
- Lead and manage staff, budget, and other resources to achieve maximum benefit and results from the resources available.

## Key challenges

- Delivering the Government's priorities within agencies and local councils without direct line authority for execution in an ever-changing economic and social environment.
- Leading the delivery of DRNSW projects and priorities in regional NSW within a complex service delivery and regulatory environment.
- Achieving effective links between regional NSW and the centre of government to enable regional needs to be accurately understood when geographical distance often reduces frequent face to face interaction.

## Key relationships

Who	Why
<b>Internal</b>	
Executive Director / Deputy Secretary	<ul style="list-style-type: none"> <li>• Provide up to date information to establish and deliver the Government's policy objectives across regional economic development and community wellbeing.</li> <li>• Provide expert, coordinated and high-level strategic advice and recommendations across the wide range of policy areas within specified region.</li> </ul>
Work team	<ul style="list-style-type: none"> <li>• Provide leadership, guidance and day-to-day management of the team with a focus on developing skills and strategic capabilities.</li> <li>• Ensure targets, program and project objectives are met.</li> </ul>
Policy Directors and other departmental staff	<ul style="list-style-type: none"> <li>• Ensure that an understanding of local matters is integrated into policy advice and program development.</li> </ul>
<b>External</b>	
Government, public sector, non-government, industry and community sectors	<ul style="list-style-type: none"> <li>• Participate in the coordination of a whole-of-government approach between key NSW government stakeholders.</li> <li>• Manage effective relationships and establish strategic partnerships and networks with key government stakeholders and ensure the successful delivery of whole-of-government initiatives and industry programs.</li> <li>• Actively participate in cross-agency committees and taskforces so that value is added</li> </ul>

## Role dimensions

### Decision making

- The Director operates with a high level of autonomy to deliver on key accountabilities.

- The Director leads a team and collaborates across the branch's geographically dispersed workforce to ensure key programs, initiatives and projects are delivered and targets met.
- The Director creates and maintains productive relationships with partner agencies, other tiers of government, industry and other organisations to support collective action in the region to deliver the NSW Government's priorities for regional economies and communities.
- The Director will liaise closely with the Director, Regional Economic & Infrastructure Development in decisions relating to the delivery of Regional Growth Fund and their initiatives. The Director will liaise closely with the Cross Border Commissioner in decisions relating to cross-border issues.

### Reporting line

The Director reports to the Executive Director, DPC Regional - Coordination, Development and Operations.

### Direct reports

Number of staff reporting directly: tbc

### Budget/Expenditure

Financial Delegation: Expenditure limit \$100,000

Administrative Delegation: Category C

### Key knowledge and experience

- Proven leadership and management experience at a senior level within the public, private or not-for-profit sectors with a history of delivering results in a complex environment.
- Thorough knowledge and understanding of the environmental, social and economic regional issues facing governments, agencies and communities.

### Essential requirements

- Appropriate tertiary qualifications or equivalent.
- A current driver's licence.

### 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
 <p>Personal Attributes</p>	<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>Value Diversity and Inclusion</b> Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	<ul style="list-style-type: none"> <li>• Encourage and include diverse perspectives in the development of policies and strategies</li> <li>• Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes</li> <li>• Build and monitor a workplace culture that enables diversity and fair and inclusive practices</li> <li>• Implement practices and systems to ensure that individuals can participate to their fullest ability</li> <li>• Recognise the value of individual differences to support broader organisational strategies</li> <li>• Address non-inclusive behaviours, practices and attitudes within the organisation</li> <li>• Champion the business benefits generated by workforce diversity and inclusive practices</li> </ul>	Advanced
 <p>Relationships</p>	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> <li>• Present with credibility, engage diverse audiences and test levels of understanding</li> <li>• Translate technical and complex information clearly and concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Contribute to and promote information sharing across the organisation</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>• Explore creative ways to engage diverse audiences and communicate information</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in plain English and in a range of styles and formats</li> </ul>	Advanced
	<b>Work Collaboratively</b>	<ul style="list-style-type: none"> <li>• Recognise outcomes achieved through effective collaboration between teams</li> </ul>	Advanced

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Collaborate with others and value their contribution	<ul style="list-style-type: none"> <li>Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government</li> <li>Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions</li> <li>Network extensively across government and organisations to increase collaboration</li> <li>Encourage others to use appropriate collaboration approaches and tools, including digital technologies</li> </ul>	
	<b>Influence and Negotiate</b> Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> <li>Influence others with a fair and considered approach and present persuasive counter-arguments</li> <li>Work towards mutually beneficial 'win-win' outcomes</li> <li>Show sensitivity and understanding in resolving acute and complex conflicts and differences</li> <li>Identify key stakeholders and gain their support in advance</li> <li>Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</li> <li>Anticipate and minimise conflict within the organisation and with external stakeholders</li> </ul>	Advanced
 Results	<b>Deliver Results</b> Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> <li>Seek and apply the expertise of key individuals to achieve organisational outcomes</li> <li>Drive a culture of achievement and acknowledge input from others</li> <li>Determine how outcomes will be measured and guide others on evaluation methods</li> <li>Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>Control business unit output to ensure government outcomes are achieved within budgets</li> <li>Progress organisational priorities and ensure that resources are acquired and used effectively</li> </ul>	Advanced
	<b>Think and Solve Problems</b>	<ul style="list-style-type: none"> <li>Undertake objective, critical analysis to draw accurate conclusions that recognise and manage</li> </ul>	Advanced

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Think, analyse and consider the broader context to develop practical solutions	<p>contextual issues</p> <ul style="list-style-type: none"> <li>• Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others</li> <li>• Take account of the wider business context when considering options to resolve issues</li> <li>• Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements</li> <li>• Implement systems and processes that are underpinned by high-quality research and analysis</li> <li>• Look for opportunities to design innovative solutions to meet user needs and service demands</li> <li>• Evaluate the performance and effectiveness of services, policies and programs against clear criteria</li> </ul>	
 <p>Business Enablers</p>	<p><b>Project Management</b></p> <p>Understand and apply effective planning, coordination and control methods</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>	Advanced
 <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</li> </ul>	Advanced

## FOCUS CAPABILITIES






Capability group/sets	Capability name	Behavioural indicators	Level
		<p>this approach is cascaded throughout the organisation</p> <ul style="list-style-type: none"><li>• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li></ul>	

### 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	Adept
 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	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
 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	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	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