

Role Description

Director, Behavioural Insights Unit



Customer Service

Cluster	Customer Service
Agency	Department of Customer Service
Division/Branch/Unit	Customer, Delivery and Transformation
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
ANZSCO Code	132411
PCAT Code	3331113
Date of Approval	July 2020

Primary purpose of the role

Lead and drive a cross-disciplinary team to develop and test behavioural science solutions to improve outcomes on high profile, complex, or whole of government policy challenges, and provide high level advice to the Organisation's senior Executive on issues of strategic significance to the Government.

Key accountabilities

- Provide strategic and evidence-based advice and support to the Ministers and the Executive to improve outcomes for customers, particularly in relation to influencing positive behavior change
- Devise, implement and drive behaviourally informed policies and projects to resolve entrenched or systemic problems and progress policy reform initiatives across government
- Evaluate, synthesise and critically analyse highly complex and politically sensitive issues and concerns affecting policy outcomes to drive evidence-based decision making and the proactive development of sound and well balanced resolutions
- Provide leadership and support to the Organisation and other Agency executives on the development, delivery and governance of behavioural insights projects to inform business decisions
- Provide strategic guidance on the development and execution of the team's strategic capability building agenda including resource allocation and performance monitoring to maximise the public sector capabilities to apply behavioural insights in everyday policy and service design
- Develop Branch's capability and build a culture that fosters innovative thinking and embraces collaborative approaches to working with other senior executives across the organisation and other relevant agencies to meet current and future business requirements
- Contribute to the Branch's strategic and business planning processes and develop, implement and monitor the plan to ensure the delivery of quality outcomes on time and in compliance with legislation, statutory requirements, and Government and Organisational policy and procedures

Key challenges

- Achieving outcomes in an environment where implementation is reliant on other agencies and there is limited direct authority over these agencies.
- Anticipating and effectively responding to issues likely to affect the delivery or priority of the Government's priorities in a constant changing, complex and sensitive environment

Key relationships

Who	Why
Ministerial	
The Minister	<ul style="list-style-type: none"> • Consult, support, provide updates and timely authoritative information and advice
Internal	
Executive	<ul style="list-style-type: none"> • Provide expert advice and influence decision making, create buy-in, share accountability and resolve conflicts Participate in the formulation of strategies and solutions, and information sharing
Manager (Executive Director)	<ul style="list-style-type: none"> • Consult, support, receive direction, escalate issues, provide updates and authoritative information and advice • Articulate policy response options, associated costs / benefits, risks and mitigating factors and evidence-based recommendations • Identify emerging issues, risks and opportunities to facilitate informed decision making • Participate in meetings and discussions, receive guidance and instructions
Branch leadership team	<ul style="list-style-type: none"> • Consult in relation to specialty areas • Build a culture that fosters innovative thinking • Promote collaborative working environment
Direct Reports	<ul style="list-style-type: none"> • Lead, inspire, motivate, guide and support. Provide clarity around strategic direction and goals, inspire performance driven team culture, and evaluate outcomes and achievements • Provide own perspective and share information • Set performance expectations, manage performance and development
External	
Other NSW Government Agencies	<ul style="list-style-type: none"> • Consult, provide information and support, promote, influence, negotiate and build mutually beneficial relationships. • Establish professional networks and relationships to maintain currency, share ideas and learnings, and collaborate on common responses to emerging and/or developing issues • May participate in and represent the agency in relevant committees/working parties etc

Role dimensions

Decision making

This role operates with a reasonable degree of autonomy. The role implements strategic directions and is directly accountable for the quality of outcomes, decisions and actions associated with their area of responsibility. Services and solutions provided have a direct impact on agency/program performance and stakeholder satisfaction. The incumbent contributes to and may lead the development of new solutions and services.

Reporting line

Executive Director Data Insights and Transformation

Direct reports

This role has 5 Direct reports

Budget/Expenditure

As per the Customer Service Delegations

Key knowledge and experience

Sound understanding of behavioural science principles

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	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • Model the highest standards of ethical and professional behaviour and reinforce their use • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • 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 promptly on reported breaches of legislation, policies and guidelines 	Advanced
	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	<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 • Take the initiative and act in a decisive way • Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation 	Advanced
 Relationships	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> • Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats 	Advanced
	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> • Create a culture that embraces high-quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes 	Highly Advanced

	<ul style="list-style-type: none"> Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes Set overall performance standards for service delivery across the organisation and monitor compliance 	
Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<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 and challenging negotiations, including those that are cross-jurisdictional Achieve effective solutions when dealing with ambiguous or conflicting positions Anticipate 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 	Highly Advanced
 Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> Seek and apply the expertise of key individuals to achieve organisational outcomes Drive a culture of achievement and acknowledge input from others Determine how outcomes will be measured and guide others on evaluation methods 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 business unit output to ensure government outcomes are achieved within budgets Progress organisational priorities and ensure that resources are acquired and used effectively 	Advanced
Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues 	Advanced

- 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 criteria

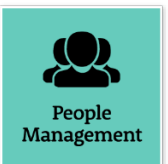


Project Management

Understand and apply effective project planning, coordination and control methods

- Understand all components of the project management process, including the need to consider change management to realise business benefits
- Prepare clear project proposals and accurate estimates of required costs and resources
- Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements
- Identify and evaluate risks associated with the project and develop mitigation strategies
- Identify and consult stakeholders to inform the project strategy
- Communicate the project's objectives and its expected benefits
- Monitor the completion of project milestones against goals and take necessary action
- Evaluate progress and identify improvements to inform future projects

Adept



Optimise Business Outcomes

Manage people and resources effectively to achieve public value

- Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals
- Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences
- Encourage team members to take calculated risks to support innovation and improvement
- Align systems and processes to encourage improved performance and outcomes

Advanced

Manage Reform and Change

- Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty

Advanced

Support, promote and champion change, and assist others to engage with change






- 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
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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
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	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	Advanced
 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	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Adept
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept