Role Description
Executive Director, State Records NSW

Cluster	Enterprise, Investment and Trade
Agency	Department of Enterprise, Investment and Trade
Division/Branch/Unit	Arts, Sports & Tourism / State Records NSW
Location	TBC
Classification/Grade/Band	Senior Executive Band 2
Role Number	EXE018
ANZSCO Code	111111
PCAT Code	3335191
Date of Approval	November 2022
Agency Website	www.staterecords.nsw.gov.au

Agency overview

State Records NSW is the NSW Government's records management authority. Our core role is to support transparent and accountable government by ensuring that government records are properly created, managed and made accessible to the public.

We do this by setting standards and providing advice, guidance and practical support to the NSW public sector, including state government, local councils, universities and the public health system. It is also part of our role to identify records of enduring value and ensure they are safely transferred to the NSW State Archives, now part of Museums of History NSW.

We are a statutory body with our responsibilities and functions established by the State Records Act 1998:

- to oversee recordkeeping by public offices of NSW, including determining standards and providing advice
- to identify state records that have enduring value and should be retained as state archives.

Primary purpose of the role

The role leads and directs the newly established Executive Agency, State Records NSW (SRNSW), and is the accountable authority for financial and employment matters impacting the Agency. The role is also responsible for the statutory functions of the 'Director' in the State Records Act 1998 as well as managing and delivering administration Parts 2, 3 and 5 of the State Records Act to achieve the Government's policy objectives for records management and disposal across the New South Wales public sector.

Key accountabilities

- Act as the accountable authority for SRNSW, and implement and embed strategies, frameworks, systems and process to ensure the Agency is effectively stood up and operating.

- Provide executive leadership and guidance and set and manage against performance expectations for the Recordkeeping Standards & Advice programs to ensure alignment with SLM and SARA's overall objectives and targets.
- Deliver effective governance within SRNSW, including participating in business and strategic planning, setting key priorities and targets and advocating new approaches to achieving organisational outcomes informed by high quality, expert advice, sound evidence and professional knowledge.
- Oversee the State Records Authority NSW programs, projects, resources and facilities, including management of revenue and expenditure and supervision, performance management and training of staff, to contribute to and support the achievement of objectives.
- Strategically plan the program's objectives and work programs and influence the development of corporate policies and strategies, to ensure that programs are embedded within the organisation and to contribute to the achievement of objectives.
- Provide strategic evidence-based advice and support to the Deputy Secretary, Secretary, the Board and to Government on policy and best practice in relation to records management, disposal and estray recovery.
- Formulate and issue Government-wide records management standards, codes of practice and guidelines, and collaborate with agencies to develop disposal authorities that promote best practice, extend disposal authority coverage across the NSW public sector and ensure compliance with the State Records Act including creating, reviewing and maintaining effective systems for monitoring and reporting on public offices' records management programs and on compliance with their obligations under the Act.
- Oversee the development and delivery of support programs, including through education programs and targeted communications, and build information sharing systems across the sector based on strong stakeholder engagement and relationships within the NSW records and information framework.

Key challenges

- Manage the process to embed SRNSW, including the expectations of internal and external stakeholders.
- Managing the political implications inherent in the program's work in relation to the retention and disposal of records of sensitive public offices or functions of Government to ensure that the regulatory role is accepted, embedded and respected.
- Influencing stakeholders to develop and implement effective, workable strategies for the creation, management and disposal of records in all formats in a rapidly changing business environment across the NSW public sector.

Key relationships

Who	Why
Internal	
Deputy Secretary	• Provide authoritative and expert advice on record keeping policies, projects and recommendations which influence planning and decision making.
	• Provide expert advice and support to respond to and deliver against strategic and business plans, agreed projects and new initiatives.
	• Establish operational funding and resourcing that are consistent with stakeholder needs, strategic plans and priorities.
	• Facilitate information flow and effective feedback.

Who	Why
Board	• Communicate information related to the program. • Provide expert advice on recordkeeping and records management, records disposal and estray recovery. • Facilitate information flow and effective feedback
Museums of History NSW	• Fulfill obligations under an MOU to share information with MHNSW. • Lead a team that collaborates with MHNSW to ensure public offices are treated as clients receiving service provision and consistent information from both SRNSW and MHNSW. • Manage the provision of shared services by MHNSW to ensure SRNSW is effectively supported.
Staff	• Provide direction, guidance and development; ensure they are kept informed of current developments across the organisation.
External	
Senior Managers, Senior Responsible Officers, Corporate Records Managers and other records staff, IT and information managers, and other staff in agencies across Government	• Influence and negotiate with key stakeholders; advise on policy and practice development, provide high level advice and direction. • Represent the organisation by addressing or making presentations to groups of people, including Records Managers forums and conferences; convening meetings; speaking at conferences and taking part in records management and archival education.
Managers, senior policy staff and other key contacts in central agencies	• Educate on developments in the sector. • Determine sector wide strategies in response to changing needs.
Senior Managers of equivalent archives/records authorities in the Commonwealth, State and Territory governments; senior professional colleagues in other archives institutions and elsewhere in the recordkeeping community in Australia and overseas and in related disciplines	• Exchange professional information; collaborate on developments; address or make presentations; convey information and lead discussion in a wide variety of contexts.
Records management consultants and vendors of products and services	• Keep up to date with market developments; negotiate acquisition; manage service provision.

Role dimensions

Decision making

- Responsibility as accountable authority for an Executive Agency.
- Autonomy in the leadership, operation and administration of State Records NSW.
- Key decision-making regarding sector-wide records management policy, standards and initiatives are submitted to the Board for approval before proceeding.
- Assigns tasks and other aspects of use of the program's resources.
- Independently makes decisions about technical issues arising in the course of the program's projects and operations and about the management of that work.

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Reporting line

The role reports to the Deputy Secretary, Arts, Sport and Tourism.

Direct reports

The role has up to 6 direct reports.

Budget/Expenditure

As per relevant delegations.

Key knowledge and experience

- Extensive knowledge and understanding of the practical applications of the State Records Act.
- Comprehensive understanding of contemporary developments and issues in recordkeeping/archives theory and practice, including the impact of information technology on the nature, management, documentation, preservation and use of records.
- Comprehensive understanding of the principles, issues and best practice in records management and appraisal.
- Extensive experience in the management of records and/or archives.
- Demonstrated experience in effective people leadership and development and change management in a relevant context.
- Detailed understanding of the structure and working of government.

Essential requirements

- Tertiary qualifications in related discipline, or demonstrated, equivalent, relevant professional experience and training.

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.
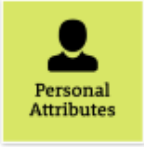
The capabilities are separated into **focus capabilities** and **complementary capabilities**.

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	• Champion and model the highest standards of ethical and professional behaviour • Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations • Set, communicate and evaluate ethical practices, standards and systems and reinforce their use • Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports • Act promptly and visibly to prevent and respond to unethical behaviour	Highly Advanced
Personal Attributes	**Manage Self** Show drive and motivation, an ability to self-reflect and a commitment to learning	• Promote and model the value of self-improvement and be proactive in seeking opportunities for growth and new learning • Actively seek, reflect on and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviour • Manage challenging, ambiguous and complex issues calmly and logically • Model initiative and decisiveness	Highly Advanced
Relationships	**Communicate Effectively** Communicate clearly, actively listen to others, and respond with understanding and respect	• 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 across government, other jurisdictions and external organisations • Anticipate and address key areas of interest for the audience and adapt style under pressure	Highly Advanced

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	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	• Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience • Ensure systems are in place to capture customer service insights to improve services • 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 and encourage new ideas and innovative approaches • Ensure that the organisation's systems, processes, policies and programs respond to customer needs	Advanced
	Plan and Prioritise Plan to achieve priority outcomes and respond flexibly to changing circumstances	• Understand the links between the business unit, organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate and include contingency provisions • Monitor the progress of initiatives and make necessary adjustments • Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately • Consider the implications of a wide range of complex issues and shift business priorities when necessary • Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning	Advanced

Results	**Think and Solve Problems** Think, analyse and consider the broader context to develop practical solutions	• 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 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	Advanced
Results	**Demonstrate Accountability** Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	• Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness • Promote a culture of accountability with clear links to government goals • Set standards and exercise due diligence to ensure work health and safety risks are addressed • Inspire a culture that respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity • Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation • Direct the development of short- and long-term risk management frameworks to ensure government aims and objectives are achieved	Highly Advanced
Business Enablers	**Technology** Understand and use available technologies to maximise efficiencies and effectiveness	• Identify opportunities to use a broad range of technologies to collaborate • Monitor compliance with cyber security and the use of technology policies • Identify ways to maximise the value of available technology to achieve business strategies and outcomes • Monitor compliance with the organisation's records, information and knowledge management requirements	Adept

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	Project Management Understand and apply effective planning, coordination and control methods	• Ensure there are systems and effective governance processes in place for project management • Make decisions on accepting projects based on business cases • Use the historical, political and broader context to inform project directions and mitigate risk • Obtain key stakeholders' commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication • Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances • Drive the changes required to realise the business benefits of the project • Ensure that project management decisions consider interdependencies between projects	Highly Advanced
	Manage Reform and Change Support, promote and champion change, and assist others to engage with change	• Clarify the 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	Advanced

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.

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
Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Advanced
Relationships	Work Collaboratively	Collaborate with others and value their contribution	Advanced
Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Advanced
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
Business Enablers	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	Advanced
People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Advanced
People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept

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