

Role Description

Executive Director, ISFU



Treasury

Cluster	The Treasury
Agency	NSW Treasury
Division/Branch/Unit	Commercial / Infrastructure & Structured Finance Unit (ISFU)
Location	Sydney CBD
Classification/Grade/Band	Senior Executive Band 2
Kind of Employment	Ongoing
ANZSCO Code	111211
PCAT Code	3119192
Date of Approval	October 2019
Agency Website	www.treasury.nsw.gov.au

The Organisation

NSW Treasury helps guide the State's growth for the benefit of the people who live, work and study in NSW. We do this by managing the State's finances and assets to make sure the community is gaining the most value from them, and supporting reforms to maintain a strong and competitive economy. Our work includes boosting trade, investment and tourism, developing industry, supporting jobs growth, improving service delivery to the community and increasing living standards. We are purposeful and outcomes-focused.

NSW is made up of a diverse community with different needs. It is crucial for us to understand and involve the voices of these communities that we serve, design and create policies for. We believe a diverse workplace, where the best people for the job collaborate towards great outcomes, is a world-class workplace. Therefore, we are always on the lookout for people who can bring diverse perspectives that reflect NSW communities to ensure we are effective in the work we do.

The Team

The Infrastructure & Structured Finance Unit (ISFU) helps keep NSW moving and increases the prosperity and sustainability of our communities by facilitating private sector involvement in major capital projects and related services. We provide specialist commercial and financial advice on many high-profile high-risk projects to Government. The ISFU provides commercial and financial advice on the procurement of over \$100 million of service-enabling infrastructure across all sectors and agencies. The team works closely with agencies throughout the procurement process, from procurement options analysis, through contract execution and financial close, to post-contract close matters. You will play a part in supporting and shaping the work and culture of this team, which has a range of experience across the public and private sectors.

Primary Purpose of The Role

As the Executive Director of ISFU, you will play a key leadership role within Treasury and lead the ISFU team to deliver high quality outcomes that underpin strategic policy development, implementation and evaluation. You will provide timely, expert and authoritative advice to agencies and the Government on infrastructure policy and projects to support the NSW Government in delivering critical infrastructure to progress societies and improve living standards for the people of NSW.

The Ideal Candidate

- **You are an experienced leader.** Makes a difference by leading and directing the operations of the ISFU and its resources to identify and deliver key, core strategic Government initiatives and programs and the provision of rigorous, expert and strategic advice to the Deputy Secretary, Secretary, Treasurer and Government on major policy issues.
- **You can deliver.** Directs and manages the delivery of services to monitor and support the commissioning of key infrastructure projects and ensure alignment between planning, financing, procurement, delivery and operation of strategic public and private projects.
- **You are a strategic thinker.** Identifies, develops and implements structures for financing of projects involving both private and public finance, develops appropriate strategies and mechanisms to support industry and business development in NSW and facilitates the implementation of high priority service delivery projects as determined by the Government.
- **You have high standards.** Negotiates complex commercial terms and documentation for the delivery of projects including with the private sector ensuring NSW Treasury's and the Government's commercial ventures meet the highest standards of probity and public scrutiny.
- **You are a collaborator.** Partners with Treasury colleagues and agencies on key infrastructure and investment projects, fosters and facilitates their optimal engagement and involvement to ensure the successful procurement, financing, delivery and operation of Government initiated projects.
- **You are a trusted expert advisor.** Leads and directs the monitoring, evaluation and reporting of strategic infrastructure initiatives project development and implementation; undertakes critical analysis and provide expert, authoritative, strategic and well-balanced advice and recommendations to the Deputy Secretary, Secretary and the Treasurer on appropriate interventions to ensure projects meet the highest standards of probity and best practice.
- **You are an informed influencer.** Contributes to the development of divisional and departmental strategic and business plans, represents NSW Treasury on diverse forums, working parties and committees, both within and external to the NSW public sector, strongly advocating NSW Treasury and the Government's position on key issues and policies.

Key Challenges

- Working closely with, and influencing, key stakeholders across Government, and the public and private sector.
- Demonstrating strong judgement in dealing with complex commercial and risk issues.
- Maintaining current knowledge and understanding of diverse public sector issues and the complexity associated with their delivery against a background of operating environments, key drivers and challenges that are unique for each government agency and enterprise.
- Initiating and maintaining extensive engagement across NSW Treasury, the NSW public sector, and key internal and external stakeholders, foster and facilitate their optimal involvement in the strategic policy and program development.
- Influencing and persuading agencies and internal and external stakeholders to adopt new approaches and practices that support the Government's strategic policy initiatives and reform programs.

Your Place in the Organisation

As an Executive Director, you operate with considerable autonomy in the management of the Unit and are fully accountable for the quality, integrity and accuracy of outputs. You prioritise, direct and integrate the

work of specialist direct reports and provide information and guidance to other senior executives and Ministerial staff.

You will be responsible for leading and co-ordinating major projects assigned and for ensuring all projects are sufficiently scoped, resourced and managed. You direct and review Branch projects, proposals and work to ensure efficient and effective delivery of high-quality outcomes and monitor the progress of Branch plans and achievements.

You will act within the standard Treasury delegated decision-making authority relating to the Branch and refer decisions outside your control to the Deputy Secretary. You will be in the position to make recommendations to the Treasurer and Cabinet through the Deputy Secretary.

You will report to the Deputy Secretary, Commercial, Commissioning and Procurement Group and you will have six Director level direct reports.

Key relationships

Who	Why
Internal	
Deputy Secretary	<ul style="list-style-type: none">Receive guidance and support, provide expert advice and exchange information
Secretary	<ul style="list-style-type: none">Provide expert advice and respond to matters raised.
Direct Reports	<ul style="list-style-type: none">Monitor and review performance, provide leadership and guidance, foster ongoing professional development
External	
Key stakeholders, including NSW Department of Premier and Cabinet, other NSW Agencies, and other state treasuries	<ul style="list-style-type: none">Develop and maintain effective relationships and open channels of communication to foster liaison, consultation, and engagement

Essential Requirements

- Substantial management experience, including financial, change and strategy skills, and experience in leading and motivating a senior management group and managing a cohesive and high performing team of professionals.
- Project management experience and a demonstrated ability to exercise leadership and influence in dealings with external stakeholders.
- Advanced ability to represent an organization with authority and credibility, including strong communication skills and an ability to engage and negotiate with diverse stakeholders.
- Knowledge and understanding, or the demonstrated ability to develop an understanding of, the NSW Government's policies and programs, NSW's capability and the market dynamics and key sectors relevant to the State's economic growth.
- Tertiary qualifications including postgraduate qualifications in economics, business management or in a related discipline, or demonstrated, equivalent, relevant professional experience and training.

Our Commitment to Diversity

At NSW Treasury, we are committed to building a respectful workplace, appointing the best person for the role, and supporting diversity across all areas. We are on a journey to become more inclusive.

We have a Diversity and Inclusion Council that works to ensure we are increasing representation of women, Aboriginal and Torres Strait Islander people and people with a disability in our workplace. We are currently finalising our first Reconciliation Action Plan. And we've consulted with Senior Aboriginal Leaders and executives to better understand their perspectives on culturally-appropriate recruitment procedures and HR policies for Aboriginal people.






We know this is just the start of our journey, but we are determined to see it through.

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
 Personal Attributes	Display Resilience and Courage	Advanced
	Act with Integrity	Advanced
	Manage Self	Advanced
	Value Diversity	Advanced
 Relationships	Communicate Effectively	Highly Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Advanced
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Highly Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	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 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 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
Personal Attributes Manage Self	Advanced	<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 Maintain a high level of personal motivation Take the initiative and act in a decisive way
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
Results Plan and Prioritise	Advanced	<ul style="list-style-type: none"> Understand the links between the business unit, organisation and the whole-of-government agenda Ensure business plan goals are clear and appropriate including contingency provisions Monitor progress of initiatives and make necessary adjustments Anticipate and assess the impact of changes, such as government policy/economic conditions, to 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 transition the organisation through change initiatives and evaluate progress and outcome to inform future planning
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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Incorporate sound risk management principles and strategies into business planning
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
People Management Inspire Direction and Purpose	Advanced	<ul style="list-style-type: none"> • Promote a sense of purpose and enable others to understand the links between government policy and organisational goals • Build a shared sense of direction, clarify priorities and goals and inspire others to achieve them • Work with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomes • Create opportunities for recognising and celebrating high performance at the individual and team level • Work to remove barriers to achievement of goals
People Management Optimise Business Outcomes	Advanced	<ul style="list-style-type: none"> • Develop workforce plans that effectively distribute organisational resources to achieve business goals • Plan for strategic use of human resources that links to wider organisational aims and goals • Encourage others to strive for ongoing performance improvement • Align systems and processes to encourage improved performance and outcomes