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| --- | --- |
| **Classification/Grade/Band** | Band 3 |
| **Senior Executive Work Level Standards** | Work Contribution Stream :Agency Head |
| **ANZSCO Code** |  |
| **PCAT Code** |  |
| **Date of Approval** |  |

Primary purpose of the role

The Chief Executive implements the government's vision for a substantial service delivery agency, formulating and implementing strategic plans which are aligned to that vision, and providing the leadership direction and governance necessary to ensure the successful delivery against strategic and financial goals.

# Key accountabilities

* Create, communicate, and implement the Agency's vision and overall direction, leading the development and implementation of the overall Agency's strategic planning framework and contribute to cluster wide strategic planning
* Provide leadership and guidance, and set performance expectations for the Agency's executive management team to ensure alignment with overall goals of the Agency
* Drive organisational culture across a substantial and diverse workforce, to underpin a focus on customer service and continuous improvement
* Oversee the total operations of the Agency, alignment with strategic planning framework and monitor Agency performance against budgets and plans
* Maintain awareness of both the external and internal competitive landscape, changes in client base and markets, new industry developments and standards, in order to identify opportunities to enhance Agency outcomes for government
* Represent the Agency, and government generally, contributing to positive proactive relationships with community, industry stakeholders and cross-jurisdictional networks across States and nationally

Key challenges

* Achieving a balance between increasing the return on government's investment in programs and services, and evolving stakeholder and/or client expectations for enhanced service delivery in a context characterised by multiple sites, a diverse client base and regional presence
* Maintaining operational independence while aligning the strategic objectives and plans of the Agency with government's broader change agenda

Key relationships

| Who | Why |
| --- | --- |
| **Ministerial** |  |
| Minister/Office of Minister | * Consult directly with the relevant Minister, providing accurate information, professional advice and timely responses to issues * Collaborate and maintain open relationships to expedite responses and information transfer |
| **Internal** |  |
| Secretary | * Establish effective communications processes and protocols * Negotiate Agency budgets and resources are consistent with strategic plans and goals * Communicate information related to performance against budget and potential variations which may have impact on budgeting at the Agency level * Achieve endorsement of Agency strategic and corporate plans |
| Direct Reports | * Provide clarity around strategic direction and goals, inspire performance driven team culture, and evaluate Agency outcomes and achievements * Drive effective planning, decision making and financial governance frameworks within the Agency |
| **External** |  |
| Stakeholders | * Manage relationships to ensure that programs and services are high quality and targeted to meet evolving needs |
| Other NSW Government Agencies | * Ensure that the Agency maintains effective, collaborative relationships and partnerships * Establish effective high level networks to enable performance benchmarking, monitor industry trends to maintain currency, and collaborate on common response to emerging issues |

# 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](http://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 | Highly Advanced |
| **Act with Integrity** | **Highly Advanced** |
| Manage Self | Highly Advanced |
| Value Diversity | Highly Advanced |
| Relationships | **Communicate Effectively** | **Highly Advanced** |
| **Commit to Customer Service** | **Highly Advanced** |
| Work Collaboratively | Advanced |
| Influence and Negotiate | Advanced |
| Results | **Deliver Results** | **Highly Advanced** |
| Plan and Prioritise | Advanced |
| Think and Solve Problems | Advanced |
| **Demonstrate Accountability** | **Highly Advanced** |
| Business Enablers | **Finance** | **Advanced** |
| Technology | Advanced |
| Procurement and Contract Management | Advanced |
| Project Management | Advanced |
| People Management | **Manage and Develop People** | **Highly Advanced** |
| **Inspire Direction and Purpose** | **Advanced** |
| **Optimise Business Outcomes** | **Highly 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 | Highly Advanced | Champion and act as an advocate for the highest standards of ethical and professional behaviour  Drive a culture of integrity and professionalism across the organisation, and in dealings cross-government, cross-jurisdiction and outside of government  Define, communicate and evaluate ethical practices, standards and systems and reinforce their use  Create and promote a climate in which staff feel able to report apparent breaches of rules, policies and guidelines and act promptly and visibly in response to such reports |
| **Relationships**  Communicate Effectively | Highly Advanced | 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 cross-government, cross-jurisdictionally and outside of government  Actively listen, and identify ways to ensure all have an opportunity to contribute  Anticipate and address key areas of interest for the audience and adapt style under pressure |
| **Relationships**  Commit to Customer Service | Highly Advanced | Create a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes  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 |
| **Results**  Deliver Results | Highly Advanced | Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation  Identify, recognise and celebrate success  Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes  Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes  Initiate and communicate high level priorities for the organisation to achieve government outcomes  Use own professional knowledge and expertise of others to drive organisational and government objectives forward |
| **Results**  Demonstrate Accountability | Highly Advanced | Direct the development of effective systems for the establishment and measurement of accountabilities, and evaluate ongoing effectiveness  Promote a culture of accountability with clear line of sight to government goals  Set standards and exercise due diligence to ensure work health and safety risks are addressed  Inspire a culture which respects the obligation to manage public monies and other resources responsibly and with 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 the achievement of government aims and objectives |
| **Business Enablers**  Finance | Advanced | Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management  Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound  Assess relative cost benefits of direct provision or purchase of services  Understand and promote the role of sound financial management and its impact on organisational effectiveness  Involve specialist financial advice in review and evaluation of systems and processes used to identify opportunities for improvement  Respond to financial and risk management audit outcomes, addressing areas of non-compliance |
| **People Management**  Manage and Develop People | Highly Advanced | Ensure performance development frameworks are in place to manage staff performance, drive development of organisational capability and undertake succession planning  Drive executive capability development and ensure effective succession management practices  Implement effective approaches to identify and develop talent across the organisation  Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences  Instill a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded throughout the organisation |
| **People Management**  Inspire Direction and Purpose | Advanced | 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 | Highly Advanced | Ensure that organisational architecture is aligned to the organisation’s goals and responds to changes over time  Engage in strategic workforce planning, and strategic resource utilisation to ensure achievement of both the organisation’s aims and goals and government’s objectives  Align workforce resources and talent with organisational priorities |
| **People Management**  Manage Reform and Change | Advanced | Clarify 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 |