Role Description
Executive Director, Corporate Services

Cluster	NSW Parliament
Agency	Department of Parliamentary Services
Division/Branch/Unit	Corporate Services Division
Classification/Grade/Band	Band 2
Role Number	TBC
ANZSCO Code	TBC
PCAT Code	TBC
Date of Approval	November 2020
Agency Website	www.parliament.nsw.gov.au

Agency Overview

Administratively, the Parliament comprises three main Departments: the Department of Parliamentary Services (DPS), Department of the Legislative Council (LC), and the Department of the Legislative Assembly (LA). The Chief Executive is the head of the Department of Parliamentary Services, and the Clerk of the Legislative Council and Clerk of the Legislative Assembly are the Heads of their respective House Departments. The House Departments are responsible for providing procedural advice to the Council and the Assembly, and their respective members, on parliamentary proceedings in each House and Committees; undertaking protocol functions, providing corporate and executive support, House specific administrative/research services and generating content/engagement strategies relating to the activities of the House and its committees.

DPS is responsible for providing corporate and other common services across the Parliament as a whole. It comprises the following Divisions; Parliament Services, Corporate Services, and Projects Strategy and Delivery.

The Parliament Services Division comprises administrative and support services specific to the institution of Parliament. This includes the Hansard, AVB, Library and Research Branch, the Communications, Engagement and Education branch and the Parliamentary Catering Unit.

The Corporate Services Division comprises of the corporate functions that provides services to all staff and Members across Parliament House. This includes the Financial Services & Governance Branch, People, Property & Security Branch, IT Services Unit and Planning and Performance Unit.

The Project Strategy & Delivery Division is responsible for the strategic planning, execution, and delivery of Parliament's digital and built environment projects, comprising the Digital Transformation and Capital Works Strategy & Delivery branches.

The Parliament's ultimate governance body includes the Presiding Officers and the Chief Executive, DPS and the Clerks of the Legislative Council and Legislative Assembly.

Primary purpose of the role

Provide executive leadership to a diverse portfolio of corporate services, which includes finance, human resources, property, security, information technology, strategic planning and organisational performance, to enable these functions to support the achievement of objectives and outcomes for Parliament House.

Key Accountabilities

- Lead and direct the provision of high quality services and programs, in the areas of finance, human resources, property, security, strategic planning and information technology, to enable the efficient and effective delivery of corporate services across the institution.
- Evaluate and respond to the ongoing needs of the Parliament House and Electorate Office Network, determining the most appropriate structures and cost effective service delivery models for corporate service functions.
- Direct the overall performance of corporate functions and services by setting expectations, performance goals and standards and measures to form the basis for evaluation of effectiveness.
- Develop and execute robust service delivery governance and risk frameworks to identify, manage and minimise financial, reputational and service delivery risks.
- Provide timely, strategic, expert and authoritative advice to the Chief Executive Officer regarding the definition and implementation of an appropriate framework of corporate policies, practices and ethical standards to shape organisational, which is consistent with the Department's and Parliament's strategic vision.
- Act as the primary escalation point for urgent, complex or highly sensitive corporate services issues, determining appropriate responses and the need for further escalation to the Chief Executive Officer.

Key challenges

- Achieving an integrated corporate services function which delivers high quality, effective advice and services to Members of Parliament and their staff as well as all Departments across Parliament House while achieving ongoing efficiencies through process review and continuous improvement initiatives.
- Formulating advice in circumstances involving personal and political sensitivities while maintaining resolutions that fit within the framework of public administration and legal requirements.
- Maintaining up to date knowledge of contemporary trends and developments in relation to public administration, particularly as it applies to a diverse portfolio consisting of financial management, human resources management, information and communication management, strategic planning, security and property management

Key relationships

Who	Why
Parliamentary	
Presiding Officers/Members/House Department Clerks	• Provide strategic advice and assurance that policy relating to corporate services is appropriately implemented • Collaborate and maintain open relationships to expedite responses and information transfer
Internal	
Chief Executive	• Negotiate budgets and resources consistent with strategic plans and goals

Who	Why
	• Alert to operational or service issues which may escalate, or which may have organisation-wide impact • Communicate information related to performance against budget and potential variations which may have impact on budgeting or budget performance at the organisational level • Achieve endorsement of strategic and corporate plans and goals
Departmental Executives	• Provide strategic advice and influence decision making processes • Implementation of governance frameworks
Direct Reports	• Inspire and motivate, provide leadership and support • Set overall performance expectations and oversight the implementation of effective performance management frameworks and processes
External	
Other Government and Parliamentary Departments stakeholders	• Establish collaborative relationships and partnerships • Establish effective high level networks to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues
Broader Public Service stakeholders	• Maintain effective relationships with key stakeholders to exchange market intelligence, performance benchmarking information, innovations, and other matters of mutual interest to enhance the effectiveness and quality of programs and services.

Role Dimensions

Decision Making

The Executive Director, Corporate Services is expected to operate with a high level of autonomy and is fully accountable for the executive management of the corporate services functions. This role is also responsible for the quality, integrity and validity of strategic advice and reporting provided to the departmental and parliamentary executives.

The Executive Director is responsible for ensuring that the Chief Executive and other departmental and parliamentary executives, are fully informed on matters relevant to the corporate services functions.

Reporting Line

The role accounts and reports to the Chief Executive.

Direct Reports

Number of staff reporting directly: 4

Budget/Expenditure

As per the approved DPS Financial Delegations.

Essential Requirements

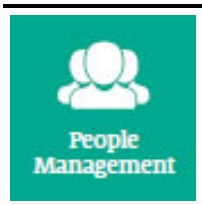
- Tertiary qualifications and demonstrated relevant equivalent professional experience and training
- Demonstrated experience in strategic thinking, leadership and management of a diverse range of corporate service functions, which include finance, human resources, property, security, IT and strategic planning.

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**
	Display Resilience and Courage	Advanced
	Act with Integrity	**Highly Advanced**
	Manage Self	Advanced
	Value Diversity and Inclusion	Advanced
	**Communicate Effectively**	**Advanced**
	Commit to Customer Service	**Highly Advanced**
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
	**Deliver Results**	**Highly Advanced**
	Plan and Prioritise	**Advanced**
	Think and Solve Problems	Advanced
	Demonstrate Accaccountability	**Highly Advanced**
	Finance	Advanced
	Technology	Advanced
	Procurement and Contract Management	Advanced
	Project Management	Advanced
	Manage and Develop People	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 behavioral indicators provide examples of the types of behaviors 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 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

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• Act promptly and visibly to prevent and respond to unethical behaviour
Relationships Communicate Effectively	Advanced	• 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
Relationships Commit to Customer Service	Highly Advanced	• Create a culture that 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 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	• Use own professional knowledge and the expertise of others to drive forward organisational objectives • 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 connections between their efforts and organisational outcomes • Identify and remove potential barriers or hurdles to achieving outcomes • Initiate and communicate high-level priorities for the organisation to achieve organisational outcomes
Results Plan and Prioritise	Advanced	• Understand the links between the business unit, departmental and organisational 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 policy and economic conditions, on business plans and initiatives and respond appropriately

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• 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
Results Demonstrate Accountability	Highly Advanced	• Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness • Promote a culture of accountability with clear links to organisational 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 organisational aims and objectives are achieved
People Management Inspire Direction and Purpose	Advanced	• Promote a sense of purpose and enable others to understand the links between policy, organisational goals and public value • Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these • Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes • Create opportunities for recognising and celebrating high performance at the individual and team level Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges
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 that the organisation's aims and goals can be achieved • Align workforce resources and talent with organisational priorities • Set clear boundaries and freedoms for the organisation in risk taking • Hold self and others accountable for implementing and maintaining inclusive workforce management practices