# Role Description

# Executive Director Climate Change and Strategy

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| **Role Description Fields** | **Details** |
| **Cluster** | **Environment, Climate Change, Energy & Water** |
| **Department/Agency** | **Department of Environment, Climate Change, Energy & Water (DCCEEW)** |
| **Division/Branch/Unit** | **Energy, Climate Change and Sustainability (ECCS) / Climate Change and Strategy Division** |
| **Role number** | **51009812** |
| **Classification/Grade/Band** | **Band 2** |
| **Senior executive work level standards** | **Work Contribution Stream: Policy** |
| **ANZSCO Code** | **111211** |
| **PCAT Code** | **2319192** |
| **Date of Approval** | **October 2024, updated May 2025** |
| **Agency Website** | [**https://www.nsw.gov.au/departments-and-agencies/dcceew**](https://www.nsw.gov.au/departments-and-agencies/dcceew) |

*Ensuring a sustainable NSW through climate change and energy action, water management, environment and heritage conservation and protection.*

## Who we are

The NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW) works to protect the state’s environment and heritage. It leads the way on climate change, driving the sustainable transition to a net zero economy, powered by affordable, reliable, and clean energy.

DCCEEW conserves and protects the state’s natural environment. It manages the NSW national park estate, including its rich and diverse biodiversity and Aboriginal cultural heritage for future generations.

DCCEEW also ensures sustainable management of water resources across the state, to support the environment, communities and industry.

We acknowledge the ongoing custodial responsibilities of the Aboriginal peoples of NSW to care for Country and water and are committed to establishing meaningful partnerships with Aboriginal peoples in the management of the environment.

## Primary purpose of the role

The Executive Director Climate Change and Strategy leads the cross-sector initiatives and strategic policy development to ensure government anticipates and addresses emerging issues in the transition to net zero and building resilience to climate change. The role provides high level strategic advice to the Minister, Secretary and Deputy Secretary to inform decision making, planning and evaluation of inter-agency, inter-government and cross-sectoral initiatives and strategic policies, and builds relationships with other government agencies and industry partners.

## Key accountabilities

* Oversee the provision of high quality analysis and advice including modelling, frameworks, evaluation and reporting to ensure the Minister is supported to make strategic decisions, including providing secretariat and strategic support to the Minister in cross-government and cross-agency forums such as the Energy and Climate Ministerial Council
* Lead and coordinate inter-agency, inter-government and cross-sectoral initiatives, working in collaboration with other members of the ECCS leadership team to ensure the agency is effectively represented, effort is prioritised and synergies across program areas are achieved within the Department and with other agencies
* Represent DCCEEW by leading and directing consultation, collaboration and negotiation with stakeholders from the Australian Government, NSW Government and regional, metropolitan and clusters of NSW councils on approaches to ensure agencies and authorities improve sustainability practices, build resilience to climate change, implement energy reduction projects and implement net zero strategy measures
* Develop, apply, manage and adjust a wide range of measures to provide effective capacity, technical resources and advice to government sector stakeholders at all levels to enable the development and implementation of policies, practices, technologies and investments to reduce their carbon emissions
* Provide technical direction, coaching and peer review to the Climate Change and Strategy team, and implement developmental strategies to build capability and capacity to support effective performance and individual improvement
* Contribute as a member of the ECCS leadership team to strategic and business planning, ensuring implications for strategic initiatives, critical legislative requirements, government targets and performance are represented and considered, and that integrated and efficient products, services and advice are delivered

## Key challenges

* Driving innovative and effective strategies, solutions and advice which align and integrate organisational activities to broader government priorities
* Maintaining a dynamic balance between managing immediate operational challenges and delivering strategic reform and outcomes, anticipating and planning for future needs in a complex and dynamic operating environment of divergent stakeholder views

## Key relationships

**Ministerial**

| Who | Why |
| --- | --- |
| Ministerial offices  | * Consult, update and provide strategic advice on policy, programs and opportunities for achievement of government priorities
* Foster collaborative working relationships to influence evidence based decision making and promote information sharing
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**Internal**

| Who | Why |
| --- | --- |
| Deputy Secretary  | * Provide up to date information on the development and delivery of the government's policy objectives
* Provide expert, coordinated and high level strategic advice and recommendations across high priority policy/service delivery areas in collaboration with other leadership team members
* Strategy and policy development and coordination capability to drive consistency, efficiency and related performance and governance improvements
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| Executive Leadership Team | * Contribute to Executive management of the Group including articulating the vision and goals, strategic and business planning, executive decision making and performance evaluation
* Build a shared sense of direction and a culture of service and performance
* Collaborate across divisions to co-deliver the people strategy and other programs of work as part of department improvement initiatives
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| Direct reports  | * Provide leadership, support and an inclusive environment and culture of ongoing learning
* Lead strategy development, cross-department stakeholder and client engagement, business planning and robust program/project governance
* Facilitate knowledge transfer to ensure staff have the depth and breadth of technical knowledge, skills and support to achieve strategic objectives
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**External**

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| --- | --- |
| Who | Why |
| Australian Government  | * Manage effective relationships and establish strategic partnerships and networks with key stakeholders such as the Energy and Climate Ministerial Council
* Liaise and keep informed of Australian Government decisions
* Represent the department in Australian Government consultation and decision making bodies and processes as required
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| Other NSW Government departments  | * Manage effective relationships and establish strategic partnerships and networks with key government stakeholders and contribute to the successful delivery of whole-of-government initiatives
* Build and leverage partnerships with Premier’s Department and The Cabinet Office to establish opportunities to leverage capability and capacity across the sector more broadly
* Liaise and keep informed of government decisions and seek information to incorporate into department strategies
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| Local governments and joint organisations  | * Establish and sustain proactive and appropriate relationships with local government to facilitate the exchange of information and to maintain positive relationships
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| Non-government and community sectors  | * Ensure effective communication and collaborative relationships with stakeholders in the non-government and community sectors to inform and support the delivery of agency priorities and goals
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| Vendors/Service providers  | * Communicate needs, facilitate routine business transactions and resolve issues
* Manage contracts and monitor service provision to ensure compliance with contract and service agreements
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## Role dimensions

### Decision making

The Executive Director:

* Works within a broad framework of policies, priorities and goals but has a significant degree of independence in determining how to achieve results
* Undertakes strategic decision-making with problem resolution focused on complex matters that substantially impact Government
* Determines how to achieve outcomes, deciding on methods and approaches, project planning and allocation of resources
* Is fully accountable for the content, accuracy, validity and integrity of advice and services within the Branch
* Consults with the Deputy Secretary on major issues that arise or trends with broader strategy or policy implications identified
* Is accountable and responsible for the effective management and use of human, financial and other resources within a set budget and resource parameters

### Reporting line

Deputy Secretary Energy, Climate Change and Sustainability

### Direct reports

5–8 direct reports

### Budget/Expenditure

$20-50m

## Knowledge, Skills and Experience

* Extensive experience in managing and building effective relationships and establishing strategic partnerships and networks with key stakeholders across all levels of government
* Extensive experience in leading policy and strategy formulation and the provision of high level cogent advice to government

## Essential requirements

* Tertiary qualifications in a relevant discipline or equivalent relevant experience

**Capabilities for the role**

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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**

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| **Capability group/sets** | **Capability name** | **Behavioural indicators** | **Level** |
| personal-attributes | **Display Resilience and Courage**Be open and honest, prepared to express your views, and willing to accept and commit to change | * Create a culture that encourages and supports openness, persistence and genuine debate around critical issues
* Provide clear exposition and argument for agreed positions while remaining open to valid suggestions for change
* Raise critical issues and make tough decisions
* Respond to significant, complex and novel challenges with a high level of resilience and persistence
* Consistently use a range of strategies to remain composed and calm and act as a stabilising influence even in the most challenging situations
 | Highly Advanced |
| personal-attributes | **Act with Integrity**Be ethical and professional, and uphold and promote the public sector values | * 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 |
| 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 |
| relationships | **Work Collaboratively**Collaborate with others and value their contribution | * Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector
* Publicly celebrate the successful outcomes of collaboration
* Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions
* Identify and overcome barriers to collaboration with internal and external stakeholders
 | Highly Advanced |
| results | **Deliver Results**Achieve results through the efficient use of resources and a commitment to quality outcomes | * 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 |
| results | **Think and Solve Problems**Think, analyse and consider the broader context to develop practical solutions | * Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement
* Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues
* Identify and evaluate organisation-wide implications when considering proposed solutions to issues
* Apply lateral thinking and develop innovative solutions that have a long-lasting, organisation-wide impact
* Ensure effective governance systems are in place to guarantee quality analysis, research and reform
 | Highly Advanced |
| people-management | **Manage and Develop People**Engage and motivate staff, and develop capability and potential in others | * Refine roles and responsibilities over time to achieve better business outcomes
* Recognise talent, develop team capability and undertake succession planning
* Coach and mentor staff and encourage professional development and continuous learning
* Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation
* Implement performance development frameworks to align workforce capability with the organisation’s current and future priorities and objectives
 | Advanced |
| people-management | **Inspire Direction and Purpose**Communicate goals, priorities and vision, and recognise achievements | * Promote a sense of purpose and enable others to understand the links between government 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
 | Advanced |
| people-management | **Manage Reform and Change**Support, promote and champion change, and assist others to engage with change | * Drive a continuous improvement agenda, define high-level objectives and translate these into practical implementation strategies
* Build staff support for and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context
* Create an organisational culture that actively seeks opportunities to improve
* Anticipate, plan for and address cultural barriers to change at the organisational level
 | Highly 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.

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| **Capability group/sets** | **Capability name** | **Description** | **Level** |
| personal-attributes | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Advanced |
| personal-attributes | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Advanced |
| relationships | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Advanced |
| relationships | Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Highly Advanced |
| results | Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Advanced |
| results | 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 |
| business-enablers | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| business-enablers | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
| business-enablers | Project Management | Understand and apply effective planning, coordination and control methods | Advanced |
| people-management | Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Advanced |