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| **Agency** | Department of Planning, Housing and Infrastructure |
| **Division/Branch/Unit** | Corporate Service / Shared Services |
| **Classification/Grade/Band** | Band 1 |
| **Senior Executive Work Level Standards** | Work Contribution Stream: Professional / Technical / Specialist |
| **ANZSCO Code** | 132211 |
| **PCAT Code** | 1119192 |
| **Date of Approval** | 2 November 2020 (Updated 30 May 2022, Library May 2023, Library Sept 2024) |
| **Agency Website** | <https://www.nsw.gov.au/departments-and-agencies/department-of-planning-housing-and-infrastructure> |

Agency overview

The Department of Planning, Housing and Infrastructure (DPHI) improves the liveability and prosperity of NSW. To achieve this, we:

* create vibrant, productive spaces and precincts;
* manage lands, assets and property effectively; and
* deliver affordable and diverse housing.

We strive to be a high performing, world class public service organisation that celebrates and reflects the full diversity of the community we serve and builds the cultural capability of our department to improve outcomes with, and for, Aboriginal people, communities and entities.

Primary purpose of the role

The Director Finance Shared Services drives the day-to-day operational delivery of financial shared services and programs that reflect contemporary best practice and achieve optimal outcomes for the cluster’s strategic, operational and business requirements.

# Key accountabilities

* Lead the delivery of finance shared services ensuring that services achieve a high level of quality, reliability and consistency and align with customer expectations, working closely with other teams within Corporate Services and key customer stakeholders to achieve service outcomes
* Oversee finance transaction processing including Accounts Payable, Accounts Receivable, Journal Processing, Purchasing Card Administration, Expense Management & Reimbursement, Taxation, Banking, Funds Management and Debt Recovery ensuring compliance with relevant statutory requirements
* Oversee operational and statutory reporting, business administration, control, compliance and audit support in relation to Finance Shared Services processes provided to the department and other entities both within and external to the cluster
* Lead the delivery of the Business Services assurance program that supports a strong underlying system of internal controls to deliver on Service Level Agreements and meet statutory requirements
* Undertake complex case/problem management and troubleshooting in relation to Finance Shared Services processes
* Drive ongoing analysis and review of cluster financial shared service delivery to identify opportunities to improve and enhance the services
* Lead, develop and motivate an engaged and high performing team, identifying ongoing professional development opportunities to ensure staff have the knowledge, skills and support to achieve their work performance objectives.

Key challenges

* Managing the expectations of a wide range of stakeholders where there are conflicting priorities and expectations and resolving contentious issues within tight timeframes
* Balancing compliance requirements with efficient, fit for purpose solutions to business problems.
* Assessing and responding to the impact of changes in the operating environment ensuring a high level of integration with the Cluster’s strategic directions.

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Executive Director Business Services | * Keep informed of and provide timely advice, escalation of issues, complaints and risks, including recommendations on complex, new or emerging issues * Provide quality branch input into periodic reporting requirements including Purchasing Card performance, annual report appendices, budget papers and questions on notice, matters referred from Ministerial Offices for response. |
| Direct Reports | * Provide leadership, guidance, professional advice and support to manage peak workloads and resolve complex or demanding service requests * Work collaboratively and support team to achieve business outcomes * Provide constructive performance feedback and develop team skills * Encourage participation in meetings and contribution of ideas to improve branch / team, program, service delivery and work performance and outcomes. |
| DPE Cluster Leads | * Develop and maintain effective collaborative relationships * Provide strategic advice in relation to finance shared services |
| **External** |  |
| Other Key Stakeholders | * Implement strategies to improve payment performance and enhance quality for customer and supplier master data * Consult and liaise on preparation of responses to information and report requests * Strategic vendor management for the provision of services by banking providers including banking integration, purchasing card facilities, payable, receivables and superannuation solutions. |

# Role dimensions

## Decision making

* The Director operates with autonomy in the context of the agreed work plan and is fully accountable for the quality, integrity and accuracy of the content of specialist advice provided to achieve outcomes.
* Day-to-day team management decisions including prioritising work and decisions are made within delegated authorities and policy and procedure
* In matters that are sensitive, high-risk or business-critical, the role consults with the Executive Director, DPE Shared Services to agree on a suitable course of action.

## Reporting line

Executive Director, Business Services

## Direct reports

4 Direct Reports across two locations.

## Budget/Expenditure

As per delegation

Essential requirements

* Relevant tertiary qualification and eligibility for membership of a recognised professional accounting body such as CPA Australia or Institute of Chartered Accountants in Australia
* Extensive knowledge of and experience in public sector administration of finance shared services.

# 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 | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
|  | **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 |
|  | **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 |
| **Work Collaboratively**  Collaborate with others and value their contribution | | Recognise outcomes achieved through effective collaboration between teams  Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government  Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions  Network extensively across government and organisations to increase collaboration  Encourage others to use appropriate collaboration approaches and tools, including digital technologies | Advanced |
|  | **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 |
| **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 |
|  | **Finance**  Understand and apply financial processes to achieve value for money and minimise financial risk | | Advocate for committed outcomes to be considered in decision making for project prioritisation and resourcing decisions  Define organisational directions and set priorities and business plans, referring to key financial indicators and non-financial committed outcomes  Anticipate operational and capital needs, and identify the most appropriate financing and funding strategies to meet them  Ensure that the organisation informs strategic decisions with appropriate advice from finance and risk professionals  Establish effective governance to ensure that financial resources are used ethically and prudently across the organisation | Highly Advanced |
|  | **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 |
| **Inspire Direction and Purpose**  Communicate goals, priorities and vision, and recognise achievements | | Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders  Translate broad organisational strategy and goals into tangible team goals and explain the links for the team  Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders  Work to remove barriers to achieving goals | Adept |
| **Occupation specific capability set** | | | | |
|  | **Financial Accounting and Statutory Reporting**  Apply and comply with accounting standards, legislation and specific organisational policies, standards and protocols, and implement effective statutory and other external reporting requirements | | Promote the role of exemplary financial management and its impact on organisational effectiveness, and provide influential expert financial advice  Assess financial statements, review financial reports and evaluate outcomes of alternative business strategies, making recommendations to the Executive team  Promote the criticality of effective financial performance, identify areas where finance can contribute to the organisation’s aims and implement strategies to realise these benefits  Authorise changes to organisational financial accounting policies and procedures  Represent the organisation with external parties, including negotiations with regulators and auditors or financial institutions  Develop strategic financial reports that support the provision of clear, concise, transparent explanations of financial performance to external stakeholders and links to operational performance | Level 5 |

# 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.

| COMPLEMENTARY CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Description** | **Level** |
|  | Display Resilience and Courage | | Be open and honest, prepared to express your views, and willing to accept and commit to change | Adept |
| Manage Self | | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| Value Diversity and Inclusion | | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
|  | Communicate Effectively | | Communicate clearly, actively listen to others, and respond with understanding and respect | Advanced |
| Influence and Negotiate | | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
|  | Plan and Prioritise | | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
| Demonstrate Accountability | | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Advanced |
|  | Technology | | Understand and use available technologies to maximise efficiencies and effectiveness | Advanced |
| Procurement and Contract Management | | Understand and apply procurement processes to ensure effective purchasing and contract performance | Advanced |
| Project Management | | Understand and apply effective planning, coordination and control methods | Adept |
|  | Optimise Business Outcomes | | Manage people and resources effectively to achieve public value | Adept |
| Manage Reform and Change | | Support, promote and champion change, and assist others to engage with change | Advanced |