auditoffice
OF NEW SOUTH WALES



Role Description

Associate Director, Governance (Integrity)

ROLE TITLE:	**Associate Director, Governance (Integrity)**
BRANCH:	Quality, Improvement and Performance
UNIT:	Governance
REPORTS TO:	Director, Governance & Risk (CAE, CRO)
DIRECT REPORTS:	Governance Officer
EXTERNAL RELATIONSHIPS:	The incumbent is required to maintain a responsive and professional relationship with a range of external stakeholders
ANZSCO CODE:	531111
PCAT CODE:	1228392
BUDGET:	As per applicable Audit Office of New South Wales delegations
DATE OF APPROVAL:	August 2026

ABOUT US

- The **Audit Office of New South Wales** is a statutory authority, established under the *Government Sector Audit Act 1983*. The Audit Office conducts independent audits for the Auditor-General.
- The Auditor-General reports to parliament to help it hold government accountable for its use of public resources.
- By conducting both financial audits and performance audits and related services, staff of the Audit Office help the NSW public sector improve its performance for the benefit of the community.

PRIMARY PURPOSE OF THE ROLE

- Develop, maintain and enhance the Audit Office's governance, risk and compliance frameworks, including by implementing, monitoring, promoting and improving the various components of these frameworks and practices to embed high standards of compliance with legislation, central agency directives, standards and good practice.
- Develop and implement effective ethical, compliance and policy ('integrity') frameworks and practices throughout the organisation
- Provide expert, contemporary governance advice on ethical, compliance and policy matters to the Auditor-General, Office Executive, Director Governance & Risk, Audit and Risk Committee, other key committees, and the leadership team
- Assist the Audit Office in meeting public expectations of probity, accountability and transparency.

KEY ACCOUNTABILITIES

- Develop, maintain and enhance the Audit Office's integrity frameworks in line with the Code of Conduct, relevant NSW Treasury Policy, standards (e.g., ISO 37301: 2021), and good practice. This includes through:
  - implementing and continually improving ethical frameworks – such as the Conflict of Interest & Professional Independence Policy; Gifts, Benefits & Hospitality Policy; Fraud & Corruption Control Policy, and APES 110 Code of Ethics for Professional Accountants (including Independence Standards)
  - effectively managing and enhancing processes to implement core components of the ethical frameworks, such annual and ad hoc independence declarations, and attestations
  - effectively manage and provide advice with respect to the handling of complaints, including public interest disclosures, and breaches of independence or other ethical requirements.

  - maintaining the effective operation of the Audit Office's compliance and policy frameworks to support the identification, assessment, management and reporting on compliance obligations and compliance risk across the organisation, and by advising on the integration of compliance obligations into policy requirements
  - strengthening understanding of the Audit Office's integrity framework throughout the organisation, including by promoting a culture of integrity and developing practical and tailored training, awareness, and engagement activities
  - monitoring and reporting on staff compliance with the Audit Office's integrity framework, including conducting root cause analysis on severe and/or pervasive system deficiencies
- Ensure the Audit Office has suitable policies and procedures for compliance with the *Government Information (Public Access) Act 2009*, State and Commonwealth privacy laws, and the *Public Interest Disclosures Act 2022*. Additionally, fulfil the responsibilities of and exercise relevant statutory decisioning making powers as the Right to Information Officer, Privacy Officer and a Disclosures Officer.
- Partner effectively with the Associate Director (Risk) to share insights and achieve coordinated governance activities, including efficient approaches to internal stakeholder engagement
- Participate actively in relevant committees, providing insights and expertise to the business
- Manage and provide guidance to direct report/s to support them to effectively exercise their functions and fulfil their responsibilities
- Undertake other governance duties as and when required to meet business needs, including covering other roles during short term leave, ad hoc projects, research analysis, policy development and internal reporting.
- Effectively utilise and maintain the Audit Office's GRC system to optimise governance practices, monitoring and reporting activities.
- Deliver specific team objectives as agreed to achieve the vision, mission, values, goals and strategies of the Audit Office.

JUDGEMENT AND DECISION-MAKING

- Act independently in performing core work functions and apply specialised knowledge, skills and professional judgement in the areas governance, ethics, privacy, complaints handling, fraud and corruption to achieve outcomes. In matters that are sensitive, high-risk or business-critical, consults with the Director, Governance & Risk to agree on a suitable course of action.
- The ability to interpret statutory frameworks and provide professional advice in relation to legislation, regulatory and policy requirements

ESSENTIAL REQUIREMENTS

- Tertiary qualification or equivalent experience in a relevant discipline.
- Extensive experience dealing with matters of public administration, regulatory practice and professional standards
- Sound knowledge of the requirements of NSW Treasury policy in relation to internal audit and risk management and ISO 37301:2021 - Compliance management systems
- Australian permanent resident or citizen or New Zealand citizen.
- Successful police check.

CAPABILITIES FOR THE ROLE

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at NSW Public Sector Capability Framework.

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	**Advanced**
	Manage Self	**Advanced**
	Value Diversity and Inclusion	Adept
	**Communicate Effectively**	**Advanced**
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	Influence and Negotiate	**Adept**
	**Deliver Results**	**Adept**
	Plan and Prioritise	Adept
	Think and Solve Problems	**Advanced**
	Demonstrate Accountability	Advanced
	Finance	Intermediate
	Technology	Adept
	Procurement and Contract Management	Intermediate
	Project Management	**Adept**
	**Manage and Develop People**	**Adept**
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Intermediate
	Manage Reform and Change	Adept

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	• Model the highest standards of ethical and professional behaviour and encourage others to do the same • Set an example for others to follow by representing your organisation in an honest, ethical and professional way • Promote a culture of integrity and professionalism within your organisation and when dealing with external organisations • Reinforce and monitor the use of ethical practices, standards and systems • Promote practices and systems that create a workplace culture that values high ethical standards and behaviour
Personal Attributes Manage Self	Advanced	• Be a professional role model for colleagues, set high personal goals and take pride in achieving them • Actively seek, reflect on and act on feedback about your performance • Reflect on and use negative feedback as an opportunity for growth and improvement • Take the initiative and act in a decisive way • Pursue and apply new knowledge and practices relevant to your organisation to improve outcomes
Relationships Communicate Effectively	Advanced	• Present with credibility, engage diverse audiences and test whether they understand you • Translate technical and complex information clearly and concisely for different audiences • Create opportunities for others to contribute to discussion and debate • Set an example by promoting information sharing across your organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to share information and communicate with diverse audiences • Leverage insights from people with lived experience to shape communication and engagement strategies • Write clearly, concisely and persuasively in a range of styles and formats
Relationships Influence and Negotiate	Adept	• Negotiate from an informed and credible position • Lead and facilitate productive discussions with staff and stakeholders • Encourage others to share and debate ideas to help reach a consensus

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• Recognise diverse perspectives and the need for compromise when negotiating mutually agreed outcomes • Influence others with a fair and thoughtful approach and sound arguments • Be sensitive and show understanding when resolving conflicts and differences • Manage challenging relationships with internal and external stakeholders • Anticipate and minimise conflict
Results Deliver Results	Adept	• Use your own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Ensure staff understand expected goals and acknowledge staff success in achieving these • Identify the resources people need and ensure goals are achieved within budget and on time • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the way resources are allocated meets new business needs • Ensure you budget for and clearly state the financial impacts of new priorities
Results Think and Solve Problems	Advanced	• Undertake objective, critical analysis to reach accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others • Consider the wider business context when thinking about options to resolve issues • Explore a range of possibilities and creative alternatives to improve systems, processes and business practices • Put systems and processes in place that are supported by high-quality research and analysis • Look for opportunities to design innovative solutions to meet customers' needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria
Business Enablers Project Management	Adept	• Understand all components of the project management process, including the need for change management to achieve business benefits • Prepare clear project proposals and accurate estimates of required costs and resources • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Identify and evaluate risks associated with the project and develop mitigation strategies

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• Identify and consult with stakeholders, including people with lived experience to inform the project strategy • Communicate the project's objectives and its expected benefits • Monitor the completion of project milestones against goals and take steps to address any problems • Evaluate progress and identify improvements to inform future projects
People Management Manage and develop people	Adept	• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes • Adjust performance development processes to meet the diverse abilities and needs of individuals and teams • Develop work plans that consider capability, strengths and opportunities for development • Be aware of the effects of bias when managing team members • Seek feedback about your management capabilities and develop strategies to improve on them • Address and resolve team and individual performance issues, including unsatisfactory performance, promptly and effectively • Monitor and report on team performance in line with established performance development frameworks • Develop positive relationships to ensure cultural safety and trust between team members