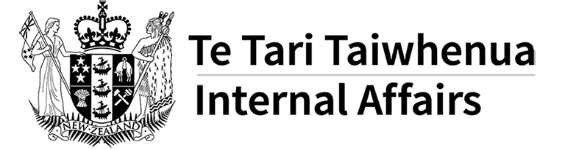


RS Technical Capabilities

***Empowering our people to be the best they can be***

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| --- | --- | --- |
| Regulatory Theory | Understanding Regulatory Systems | Regulatory Practice |
| **Teamwork and Networking** | **Change and Innovation** | **Understanding the Machinery of Government** |
| **Analytical Skills** | **Communicate with Influence** | **Digital Savvy** |
|  | **Planning and Work Management** |  |



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| Regulatory Theory |  |  |
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**Regulatory Theory**

Has knowledge of regulatory theory and legal frameworks and ability to apply this knowledge to   
a regulatory system.

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| Developed | Established | Advanced |
| * Is aware of why we regulate, and the regulatory objectives and purposes of a regulatory system. | * Can explain why and how different regulatory approaches are used based on knowledge of regulatory theory and relevant legal frameworks. | * Acts as a mentor to other Regulators on the application of regulatory theory and the use of legal frameworks within a regulatory system. |
| * Has knowledge of the range of regulatory tools available within a regulatory system that can be used to realise its regulatory objectives and purposes. | * Can propose new regulatory approaches, utilising knowledge of regulatory theory and relevant legal frameworks. | * Understands multiple strands of regulatory theory and practice, and how it can be applied to regulatory systems, and be used to address complex issues and high-risk situations. |
| * Understands that the regulatory approaches adopted by Regulatory Services are based on regulatory theory and the application of relevant legal frameworks. | * Adopts and adapts a regulatory model based on the outcomes they are trying to achieve, the operating environment they work in and the regulatory tools they have available. |  |
| * Understands or can develop and understanding of legal frameworks relevant to a regulatory system. | * Understands and applies legal frameworks to inform decision making in the regulatory system the work in. | * Demonstrates subject matter expertise on relevant legal frameworks, guiding compliance activity across RS regulatory systems as appropriate. |

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| Regulatory Theory | Developed | Established | Advanced |
| **Graduate Regulator** |  |  |  |
| **Regulator** |  |  |  |
| **Senior Regulator** |  |  |  |
| **Investigator** |  |  |  |
| **Senior Investigator** |  |  |  |
| **Intelligence Analyst** |  |  |  |
| **Senior Intelligence Analyst** |  |  |  |
| **Operational Policy Analyst** |  |  |  |
| **Senior Operational Policy Analyst** |  |  |  |
| **Forensic Accountant** |  |  |  |
| **System Specialist** |  |  |  |
| **Data Analyst** |  |  |  |
| **Senior Data Analyst** |  |  |  |
| **Business Advisor or Advisor** |  |  |  |
| **Senior Business Advisor** |  |  |  |
| **Senior Technical Advisor (Gaming Technology)** |  |  |  |
| **Senior Strategic Advisor** |  |  |  |

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|  | Understanding Regulatory Systems |  |
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**Understanding Regulatory Systems**

Can understand the regulatory system/s in which they operate, their role and the role of others within the system, how variables and drivers in the system interconnect and how to work alongside others to achieve the system’s desired outcomes.

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| Developed | Established | Advanced |
| * Can identify and has an understanding of the different systems that Regulatory Services is part of and contributes to. * Has some understanding of the context that each system operates in. | * Compares different regulatory systems and understands what is driving the effectiveness of each one. * Acknowledges potential risks and uses a system view to understand the likely consequences of actions, including the early identification of unintended consequences. | * Takes a continuous improvement approach to drive high performance in the regulatory system. * Operates effectively to resolve complex issues, creating opportunities for innovation, high performance and continuous improvement in regulatory practice. |
| * Has some understanding of the underlying dynamics of the regulatory system, including the actors, levers, tensions, information flows, feedback loops, incentives, constraints and drivers. | * Approaches problem solving by looking at the whole system rather than dealing in isolation. Uses components of our systems to achieve constructive engagement and improve business processes. | * Considers the whole system and looks beyond silos within it. Develops a holistic view to identify inefficiencies in the system’s products or services to create value. |
|  | * Fosters engagement and collaboration across the system, knows who the key players are, their mandates, motives and incentives and utilises these relationships to achieve outcomes. | * Leads and influences across the system to identify and implement opportunities to improve outcomes and solve problems. |

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| Understanding Regulatory Systems | Developed | Established | Advanced |
| **Graduate Regulator** |  |  |  |
| **Regulator** |  |  |  |
| **Senior Regulator** |  |  |  |
| **Investigator** |  |  |  |
| **Senior Investigator** |  |  |  |
| **Intelligence Analyst** |  |  |  |
| **Senior Intelligence Analyst** |  |  |  |
| **Operational Policy Analyst** |  |  |  |
| **Senior Operational Policy Analyst** |  |  |  |
| **Forensic Accountant** |  |  |  |
| **System Specialist** |  |  |  |
| **Data Analyst** |  |  |  |
| **Senior Data Analyst** |  |  |  |
| **Business Advisor or Advisor** |  |  |  |
| **Senior Business Advisor** |  |  |  |
| **Senior Technical Advisor (Gaming Technology)** |  |  |  |
| **Senior Strategic Advisor** |  |  |  |

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|  |  | Regulatory Practice |
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**Regulatory Practice**

Ability to identify and respond to non-compliance using a range of tools that are proportionate to the   
level of risk or situation.

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| Developed | Established | Advanced |
| * Understands the range of regulatory tools available, e.g. licensing and can apply in line with operational models and compliance strategies. | * Demonstrates the application of the regulator’s toolkit in a graduated risk-based way. | * Effectively leads responses to regulated parties that demonstrate serious and deliberate non-compliance through targeted use of regulatory tools. |
| * Understands when and how to escalate appropriate risks. | * Identifies areas of emerging regulatory risks and harms. | * Identifies emerging risks, harms or patterns of non-compliance and develops new or innovative approaches to mitigate these and influence the behaviour of regulatory parties. |
| * Understands the purpose of Auditing and Monitoring within a regulatory system. Can collect and interpret audit information, document findings, and make appropriate recommendations. | * Monitors or supports complex and high-risk auditing situations, including during onsite visits or inspections. Analyses and provides technical advice on auditing processes and monitoring standards. | * Leads and/or designs auditing and monitoring approaches, including advising on the frequency, scope and detail required. |
|  | * Manages investigations or regulatory actions using the appropriate processes, tools and interview techniques. | * Leads complex investigations or regulatory actions and can design, influence and shape a complex enforcement or regulatory response. |
|  | * Ensures the correct legal procedures, processes and requirements are followed to enable successful legal or regulatory outcomes. (E.g. search & seizure evidence requirements, utilising legislative powers and preparing and filing submissions). | * Coaches and mentors best practice investigation and regulatory techniques including interviewing, presenting evidence and making submissions. (This includes specialist techniques that may be more appropriate for one group such as Victim Identification or Digital Forensic Analysis – Digital Safety). |
|  | * Communicates and discusses the Department’s regulatory approach to other agencies and stakeholders, utilising knowledge of regulatory theory and relevant legal frameworks. | * Works with agencies to create communities of practice, sharing regulatory approaches and theory in practice. |

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| Regulatory Practice | Developed | Established | Advanced |
| **Graduate Regulator** |  |  |  |
| **Regulator** |  |  |  |
| **Senior Regulator** |  |  |  |
| **Investigator** |  |  |  |
| **Senior Investigator** |  |  |  |
| **Intelligence Analyst** |  |  |  |
| **Senior Intelligence Analyst** |  |  |  |
| **Operational Policy Analyst** |  |  |  |
| **Senior Operational Policy Analyst** |  |  |  |
| **Forensic Accountant** |  |  |  |
| **System Specialist** |  |  |  |
| **Data Analyst** |  |  |  |
| **Senior Data Analyst** |  |  |  |
| **Business Advisor or Advisor** |  |  |  |
| **Senior Business Advisor** |  |  |  |
| **Senior Technical Advisor (Gaming Technology)** |  |  |  |
| **Senior Strategic Advisor** |  |  |  |

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|  |  | **Understanding the Machinery of Government** |
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**Understanding the Machinery of Government**

Understands the structure, governance arrangements, and conventions that guide how government, Ministers and the public-sector work.

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| Developed | Established | Advanced |
| * Can interpret and apply policy to their regulatory system and works within legislation. | * Carefully considers, assesses and advises on policy processes and takes a lead role in influencing policy decisions. For example, providing input into routine briefings or advice for officials and ministers. | * Takes a leading role in policy development processes and influences policy decisions. For example, complex briefings, advice and/or presenting to regulated sector groups, officials and ministers. |
| * Has an understanding of the role and structure of other government agencies within the regulatory system and wider public sector as needed. | * Collaborates with appropriate government agencies to support regulatory system wide policy development. | * Has an in-depth knowledge of the authorising environments of own and partner agencies. |
| * Has the ability to provide support to meetings as required to more senior staff attending meetings with other government agencies. | * Provides support/messaging and attends/represents Departmental interests at meetings with other government agencies and regulated sector groups. | * Effectively communicates message when leading Departmental interests at key meetings Provides appropriately tailored information to brief ministers, select committees or other parliamentary processes as appropriate. * Can lead interagency processes or working groups. |
| * Has a basic understanding of government, parliamentary and policy processes and knows where to look for DIA and public sector processes, including OIAs, etc. | * Understands government, parliamentary and policy processes and has a good knowledge of DIA and public sector processes, including OIAs, etc. | * Is widely acknowledged as having a deep understanding of government, parliamentary and policy processes and is sought after for advice on DIA and public sector processes, including OIAs, etc. |

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| Understanding the Machinery of Government | Developed | Established | Advanced |
| **Graduate Regulator** |  |  |  |
| **Regulator** |  |  |  |
| **Senior Regulator** |  |  |  |
| **Investigator** |  |  |  |
| **Senior Investigator** |  |  |  |
| **Intelligence Analyst** |  |  |  |
| **Senior Intelligence Analyst** |  |  |  |
| **Operational Policy Analyst** |  |  |  |
| **Senior Operational Policy Analyst** |  |  |  |
| **Forensic Accountant** |  |  |  |
| **System Specialist** |  |  |  |
| **Data Analyst** |  |  |  |
| **Senior Data Analyst** |  |  |  |
| **Business Advisor or Advisor** |  |  |  |
| **Senior Business Advisor** |  |  |  |
| **Senior Technical Advisor (Gaming Technology)** |  |  |  |
| **Senior Strategic Advisor** |  |  |  |

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| **Teamwork and Networking** |  |  |
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**Teamwork and Networking**

Ability to identify, build and maintain formal and informal networks and productive relationships with internal and external stakeholders to influence positive outcomes.

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| Developed | Established | Advanced |
| * Understands the roles of others in the Regulatory Services group. | * Establish and maintains professional working relationships with internal & external stakeholders, including regulated parties. | * Leads and manages the development of internal & external relationships and can represent the views of the organisation effectively. |
| * Acknowledges others’ expertise, efforts and successes and calls upon their specific knowledge when appropriate. | * Identifies opportunities to work collaboratively with other teams/ groups to obtain or share information, solve issues and develop better processes and approaches to work. | * Builds co-operation & strategic alliances to increase collaboration and overcome barriers. Identifies & recognises effective collaboration. |
| * Engages with other groups in a supportive & co-operative manner to share information and solve issues and problems jointly and can step in to help when workloads are high. | * Effectively engages with people, actively listening & building rapport through effective questioning techniques. | * Recognises and adapts to different working styles, providing guidance and advice on complex subjects or issues. When mentoring and developing others, utilises people’s strengths to enhance individual and team performance. |
| * Identifies and takes up available learning opportunities & acts on constructive feedback. | * Recognises and utilises opportunities to assist others, sharing knowledge & expertise when appropriate, encouraging a culture of learning & continuous development. | * Identifies and facilitates opportunities to develop the regulatory knowledge, requirements and capability of internal and external regulatory agencies and system partners. |

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| Teamwork and Networking | Developed | Established | Advanced |
| **Graduate Regulator** |  |  |  |
| **Regulator** |  |  |  |
| **Senior Regulator** |  |  |  |
| **Investigator** |  |  |  |
| **Senior Investigator** |  |  |  |
| **Intelligence Analyst** |  |  |  |
| **Senior Intelligence Analyst** |  |  |  |
| **Operational Policy Analyst** |  |  |  |
| **Senior Operational Policy Analyst** |  |  |  |
| **Forensic Accountant** |  |  |  |
| **System Specialist** |  |  |  |
| **Data Analyst** |  |  |  |
| **Senior Data Analyst** |  |  |  |
| **Business Advisor or Advisor** |  |  |  |
| **Senior Business Advisor** |  |  |  |
| **Senior Technical Advisor (Gaming Technology)** |  |  |  |
| **Senior Strategic Advisor** |  |  |  |

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|  | **Change and Innovation** |  |
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**Change and Innovation**

Support, promote and champion change, and assist others to engage with change.

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| Developed | Established | Advanced |
| * Is positive, flexible, shows initiative, and responds quickly during periods of change to support the success of change initiatives. | * Works effectively in situations of ambiguity and deals with issues that cannot be immediately resolved, with high levels of persistence and resilience. | * Promotes and enables change to happen within the group by encouraging and supporting team members, partners and outside organisations to successfully navigate through the change. |
| * Recognises and utilises opportunities to suggest new practices or procedures in order to increase effectiveness. | * Seeks and fosters new ways of doing things, exploring new ideas and looking for recent, innovative developments that may enhance work activities. | * Identifies and implements creative and innovative solutions to seek opportunities for continuous improvement. |
| * Responds well to guidance and coaching through change initiatives. | * Provides guidance, coaching and direction to individuals and others managing uncertainty and change. | * Leads change while dealing constructively with resistance in alignment with DIA values. |

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| Change and Innovation | Developed | Established | Advanced |
| **Graduate Regulator** |  |  |  |
| **Regulator** |  |  |  |
| **Senior Regulator** |  |  |  |
| **Investigator** |  |  |  |
| **Senior Investigator** |  |  |  |
| **Intelligence Analyst** |  |  |  |
| **Senior Intelligence Analyst** |  |  |  |
| **Operational Policy Analyst** |  |  |  |
| **Senior Operational Policy Analyst** |  |  |  |
| **Forensic Accountant** |  |  |  |
| **System Specialist** |  |  |  |
| **Data Analyst** |  |  |  |
| **Senior Data Analyst** |  |  |  |
| **Business Advisor or Advisor** |  |  |  |
| **Senior Business Advisor** |  |  |  |
| **Senior Technical Advisor (Gaming Technology)** |  |  |  |
| **Senior Strategic Advisor** |  |  |  |

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| **Analytical Skills** |  |  |
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**Analytical Skills**Actively and skilfully identify, collect, analyse and process information from a range of reliable sources, to draw logical conclusions that inform effective decision making and problem solving.

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| Developed | Established | Advanced |
| * Can use established analytical tools and processes and interprets information using the tools, with additional help if needed. | * Selects appropriate analytical tools and frameworks for the task or situation. Can identify trends, patterns, risks and key findings, and can develop logical conclusions or recommendations. | * Mentors/leads and coaches others on how to apply analytical tools and critical thinking, including understanding the impact of cognitive bias in our decision making. |
| * Presents analysis and advice to meet the needs of the audience and responds appropriately to questions with additional help if needed. | * Gets accurate, fit for purpose and quality information from the right sources and -presents complex analysis in an easy to understand way using written, visual and verbal approaches. | * Thinks and acts strategically by anticipating analytical needs and considering the objectives and requirements of the system they work in, and the potential impacts. |
| * Conducts research using a variety of reliable information sources and identifies information that is relevant and necessary to their work. | * Can research and evaluate information sources with a critical eye. Can document findings and actions in a structured manner to establish best practices. | * Produces detailed research and critiques, even in areas of little subject knowledge or high complexity. |
| * Contributes to basic problem identification through appropriate questioning, considering context and options. | * Identifies and considers different perspectives when developing problem definitions. * Can understand and describe the underlying drivers for a problem. | * Develops short and long-term solutions to problems by identifying their basic elements, risks and how they are inter-related. Can consider the implications or unintended consequences of proposed solutions. |
| * Understands the value of data reporting relating to their work and how this informs decision making. | * Can design data/information templates to improve how we collect, store and analyse information. | * Develops and Implements innovative approaches to information analysis and reporting, that leverages internal and external information sources, that can inform both operational and strategic decision making. This includes leading the development of new relationships to support access to data, tools, analysis and/or information. |
| * Understands basic financial concepts and can interpret financial information provided by regulated parties. | * Understands more advanced financial concepts and commercial structures and can interpret and analyse financial information. | * Advanced understanding of complex financial arrangements or structures and can probe to identify anomalies or risks that require further inquiry. |

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| Analytical Skills | Developed | Established | Advanced |
| **Graduate Regulator** |  |  |  |
| **Regulator** |  |  |  |
| **Senior Regulator** |  |  |  |
| **Investigator** |  |  |  |
| **Senior Investigator** |  |  |  |
| **Intelligence Analyst** |  |  |  |
| **Senior Intelligence Analyst** |  |  |  |
| **Operational Policy Analyst** |  |  |  |
| **Senior Operational Policy Analyst** |  |  |  |
| **Forensic Accountant** |  |  |  |
| **System Specialist** |  |  |  |
| **Data Analyst** |  |  |  |
| **Senior Data Analyst** |  |  |  |
| **Business Advisor or Advisor** |  |  |  |
| **Senior Business Advisor** |  |  |  |
| **Senior Technical Advisor (Gaming Technology)** |  |  |  |
| **Senior Strategic Advisor** |  |  |  |

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|  | **Communicate with Influence** |  |
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**Communicates with Influence**

Actively listen and clearly, persuasively and appropriately share thoughts and ideas through different communication channels to influence a range of people and decisions

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| Developed | Established | Advanced |
| * Can draft simple communications using approved Departmental style guides. | * Drafts a range of communications relevant to the audience and situation, utilising a range of tools to deliver messages. | * Demonstrates and applies excellent written communication skills. Writes effective material on difficult or very complex matters. |
| * Utilises templates to produce timely written communications to best practice guidelines. | * Peer reviews correspondence prior to releasing/publishing, to a high standard. | * Applies high level analysis and identifies the likely implications of communications being issued/released. Approves written communication material. |
| * Works with others to ensure the quality of the presentation and content of the documents, resources and tools they produce. | * Offers support, encouragement, help and advice to others, providing technical advice, feedback and recommendations as required. | * Mentors, coaches and shapes DIA staff and capability. Provides constructive feedback clearly articulating the key points. |
| * Presents confidently when getting messages across to others, focusing on key points. | * Takes the time to understand other work areas in order to better clarify requirements for effective interaction. | * Takes the necessary steps to facilitate communication between individuals and groups. |
| * Contributes to discussions in team meetings. | * Adapts communication or presentation style and approach to different people/ audiences. | * Communicates complex technical or specialist information in a way that can be understood by an audience unfamiliar with the subject matter. |
| * Welcomes guidance and feedback, listens to, and considers different ideas asking clarifying questions when unsure. | * Listens carefully to differing ideas and views and asks questions to clarify own understanding of the issues. Identifies other people’s expectations or concerns and acts on them. | * Recognises sensitive situations and approaches negotiations with tact and diplomacy. Ensures clear understanding of key issues and desired outcomes and objectively presents points of view. |
| * Ensures all correspondence is appropriately filed using approved document management systems. | * Focuses on getting information on the subject matter to educate themselves and others. | * Translates verbal information into written communication without losing meaning or tone. |
| * Approaches consultations/discussions with a clear understanding of key issues and desired outcomes. | * Effectively handles consultations/discussions, presenting a clear understanding of the desired outcomes and, if necessary, presents persuasive counter-arguments. | * Persuasively, handles consultations/discussions, demonstrating a clear understanding of required objectives and outcomes. |

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| Communicates with Influence | Developed | Established | Advanced |
| **Graduate Regulator** |  |  |  |
| **Regulator** |  |  |  |
| **Senior Regulator** |  |  |  |
| **Investigator** |  |  |  |
| **Senior Investigator** |  |  |  |
| **Intelligence Analyst** |  |  |  |
| **Senior Intelligence Analyst** |  |  |  |
| **Operational Policy Analyst** |  |  |  |
| **Senior Operational Policy Analyst** |  |  |  |
| **Forensic Accountant** |  |  |  |
| **System Specialist** |  |  |  |
| **Data Analyst** |  |  |  |
| **Senior Data Analyst** |  |  |  |
| **Business Advisor or Advisor** |  |  |  |
| **Senior Business Advisor** |  |  |  |
| **Senior Technical Advisor (Gaming Technology)** |  |  |  |
| **Senior Strategic Advisor** |  |  |  |

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|  |  | **Digital Savvy** |
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**Digital Savvy**

The capability to learn and work in an online and digitally-enabled environment, while embracing new technologies that are fit for purpose.

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| Developed | Established | Advanced |
| * Understands and can use the digital tools and technology available and relevant to the task at hand. | * Demonstrates a thorough understanding of technology relevant to their work and can identify and select the most appropriate technology for assigned tasks. | * Maintains a forward view of emerging technologies and how they might be applied to support business outcomes. This includes opportunities to increase engagement, education and regulatory innovation across the system. |
| * Shows base level knowledge of other regulatory technology to perform work related tasks. | * Understands the opportunities and possible risks associated with emerging technologies on operational practice. | * Supports digital transformation of business strategies and operations through technology, innovation and promoting emerging technologies in the organisation. |
| * Understands how the regulatory area they work in uses relevant technologies’. | * Keeps up to date with new technologies relevant to their field of work and learns to use technology tools in new and innovative ways. | * Seeks advice from appropriate technical experts on the application of emerging technologies, understanding limitations and acting as subject matter expert to improve efficiency and effectiveness. |
|  | * Coaches and mentors others to use different technologies in their work. | * Leads, mentors and coaches others on best practice when using l technology in their work. |

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| Digital Savvy  204 204 218 | Developed | Established | Advanced |
| **Graduate Regulator** |  |  |  |
| **Regulator** |  |  |  |
| **Senior Regulator** |  |  |  |
| **Investigator** |  |  |  |
| **Senior Investigator** |  |  | **\*** |
| **Intelligence Analyst** |  |  |  |
| **Senior Intelligence Analyst** |  |  |  |
| **Operational Policy Analyst** |  |  |  |
| **Senior Operational Policy Analyst** |  |  |  |
| **Forensic Accountant** |  |  |  |
| **System Specialist** |  |  |  |
| **Data Analyst** |  |  |  |
| **Senior Data Analyst** |  |  |  |
| **Business Advisor or Advisor** |  |  |  |
| **Senior Business Advisor** |  |  |  |
| **Senior Technical Advisor (Gaming Technology)** |  |  |  |
| **Senior Strategic Advisor** |  |  |  |

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|  | **Planning & Work Management** |  |

**Planning and Work Management**

Ability to structure and direct work to quality and timeliness standards.

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| Developed | Established | Advanced |
| * Can plan and manage their own work and demonstrates initiative by proactively seeking support and feedback when required. | * Able to plan and manage joint work with others and delegate, where appropriate. | * Able to lead joint work with others including multi-stakeholder projects or initiatives. |
| * Can scope up work, correctly evaluating the time required, and engages with others to clarify the scope of a piece of work. | * Identifies the required tasks and steps needed to ensure a piece of work is delivered to quality and timeliness standards. | * Evaluates, adapts and applies appropriate principles and processes, including project management and lessons learnt processes. |
| * Ensures understanding of the key milestones that must be delivered to meet required timeframes. | * Develops and maintains a work plan. | * Anticipates long-term needs and informs the development and maintenance of work plans in alignment with the strategic direction of the group. |
| * Reports on the progress, success and other aspects of a piece of work. | * Understands the different priorities of work and when necessary negotiates any changes to priorities. | * Acts when deadlines are compromised, identifying and communicating the problem and reprioritising workloads as required. |
| * Understands the quality standard required for a piece of work. Uses appropriate document control/file management processes. | * Can manage multiple pieces of work simultaneously. | * Can proactively manage risks associated with complex joint work and deliver the work to timeliness and quality standards. |
|  | * Identifies and implements solutions when a piece of work is at risk of not meeting quality and/or timeliness standards. | * Successfully implements and transfers ownership of a piece of work to another team and/or person when necessary. |

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| Planning and Work Management | Developed | Established | Advanced |
| **Graduate Regulator** |  |  |  |
| **Regulator** |  |  |  |
| **Senior Regulator** |  |  |  |
| **Investigator** |  |  |  |
| **Senior Investigator** |  |  |  |
| **Intelligence Analyst** |  |  |  |
| **Senior Intelligence Analyst** |  |  |  |
| **Operational Policy Analyst** |  |  |  |
| **Senior Operational Policy Analyst** |  |  |  |
| **Forensic Accountant** |  |  |  |
| **System Specialist** |  |  |  |
| **Data Analyst** |  |  |  |
| **Senior Data Analyst** |  |  |  |
| **Business Advisor or Advisor** |  |  |  |
| **Senior Business Advisor** |  |  |  |
| **Senior Technical Advisor (Gaming Technology)** |  |  |  |
| **Senior Strategic Advisor** |  |  |  |