Role Description
Manager Correspondence and Briefings

Cluster	Regional NSW
Agency	Department of Regional NSW
Division/Branch/Unit	Regional Development and Programs
Location	Various
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	132411
PCAT Code	3231192
Date of Approval	17 June 2020
Agency Website	https://www.nsw.gov.au/regional-nsw

Agency overview

The Department of Regional NSW was formed in 2020 as a central agency for regional issues. The Department is responsible for building resilient regional economies and communities, strengthening primary industries, managing the use of regional land, overseeing the state's mineral and mining resources and ensuring government investment in regional NSW is fair and delivers positive outcomes for local communities and businesses.

Regional Development and Programs are the NSW Government's eyes and ears on the ground for regional development and infrastructure delivery, providing multi-agency coordination, program and grant funding, community planning and coordination, and emergency response delivery. Regional Development and Programs plays a crucial leadership and community-facing role to support improved outcomes in economic development and community wellbeing for regional NSW.

Primary purpose of the role

The Manager will direct, supervise and ensure the delivery of Regional Development and Programs (RDP) correspondence and briefings including the preparation and coordination of quality and timely Ministerial and Secretarial correspondence, speeches, briefing notes, cabinet submissions and related materials to meet the requirements of the Deputy Secretary, Secretary and Minister's Office. The role partners with leaders across the RDP group to ensure advice is high quality and consistent.

Key accountabilities

- In a high pressure, high volume environment, coordinate the flow of information across the Department. to the Deputy Secretary, Secretary and Minister to ensure the needs and requests of the relevant stakeholders are at all times;
- Provide expert leadership and direction in the coordination, preparation, and delivery of the full range of parliamentary and ministerial material including House Folder Notes, Budget Estimates Notes and

responses to Parliamentary Questions, Cabinet submissions and the like ensuring they meet the required standards in terms of accuracy and style requirements;

- Coordinate the timely distribution of a range of requests to relevant areas, review the accuracy and quality of responses provided, and make recommendations for improvements or changes to responses;
- Build and maintain collaborative relationships with key stakeholders, facilitating their engagement in, and contribution to, timely and accurate briefings and material that meet required standards;
- Provide advice and support to senior executives and managers to consistently interpret and improve on the quality and timeliness of responses;
- Research, evaluate, and review complex, sensitive or emerging issues to contribute to group, departmental or ministerial requests for advice;
- Monitor and maintain quality assurance measures and protocols to ensure high standards of content and processes are achieved in a complex and high-profile environment characterised by demanding deadlines and competing priorities;
- Actively identify and contribute to the evaluation of, and changes to, systems, procedures, and processes to optimise efficiency and to support the continual improvement of services.

Key challenges

- Develop and maintain collaborative relationships with the Minister's Office and across RDP and the the Cluster to ensure that matters are addressed efficiently and assigned appropriate priority.
- Coordinate responses and ensure quality, accuracy and version control in an environment that is high volume and fast paced.
- Consolidate the preparation of briefs, cabinet submissions and responses to issues that may have high political sensitivity or media and public profile where there may be competing interests and differing views on how matters should be handled.

Key relationships

Who	Why
Internal	
Director, Office of Deputy Secretary	• Receive guidance, advice and support on agreed work program and priorities
	• Provide regular updates on progress with the work program and priorities Identify and escalate issues or risks and their implications
	• Contribute to planning and implementation of team work program
Group staff	• Maintain collaborative working relationships
	• Provide advice and guidance
	• Consult, negotiate and assist to decide on content of ministerial and

Team member(s)	• Give clear and prompt instructions and feedback to ensure knowledge sharing and continuous improvement. • Provide leadership, guidance and support. • Set performance requirements and manage team performance and development. • Share information and encourage ideas to improve work program and service delivery outcomes.
Internal stakeholders	• Collaborate to share information on programs and projects • Participate in team meetings and contribute ideas to improve program, service delivery and work outcomes.

Who	Why
External	
NSW and other government agencies, local government, media, peak bodies, interest groups, industry partners, community representatives and individuals	• Consult and collaborate to define and contribute to the achievement of mutual interests • Represent the Department's interests

Role dimensions

Decision making

The Manager, Correspondence and Briefings:

- Makes day-to-day decisions relating to work priorities and workload management
- Operates with some degree of autonomy in respect to matters that need to be referred to executives and managers, exercising discretion and judgement on what is appropriate to send on the supervisor's behalf
- Is accountable for the quality, integrity and accuracy of content of advice provided
- Consults with the Director, Office of the Deputy Secretary on significant issues or conflicts arising during work performed
- Refers to the Director all matters which require a higher delegated authority such as approval/sign-off on briefings and papers for matters requiring submission to the Executive or Minister's Office.

Reporting line

Director, Office of Deputy Secretary

Direct reports

Up to three

Budget/Expenditure

Nil

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Key Knowledge & Experience

- Tertiary qualifications in law, communications, public policy, political science or other relevant discipline and/or equivalent relevant experience;
- Knowledge of, or experience in, the workings of government and machinery of government processes.
- Experience in writing ministerial briefs, correspondence, policies and procedures.

Essential requirements

- Evidence of the COVID-19 vaccination must be provided upon commencement of employment. This is a condition of engagement should you be successfully appointed to a position within the Department of Regional NSW (which includes Local Land Services and the Soil Conservation Service).

Capabilities for the role

The NSW public sector 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.

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	• Remain composed and calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in response to strong contrary views • Accept criticism of own ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues	Advanced
Relationships	**Communicate Effectively** Communicate clearly, actively listen to others, and respond with understanding and respect	• 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	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,	Advanced

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		processes, policies and programs respond to customer needs	

FOCUS CAPABILITIES

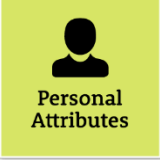| Capability group/sets	Capability name	Behavioural indicators	Level
	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	• Seek and apply the expertise of key individuals to achieve organisational outcomes • Drive a culture of achievement and acknowledge 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
	Plan and Prioritise Plan to achieve priority outcomes and respond flexibly to changing circumstances	• Understand the team and unit objectives and align operational activities accordingly • Initiate and develop team goals and plans, and use feedback to inform future planning • Respond proactively to changing circumstances and adjust plans and schedules when necessary • Consider the implications of immediate and longer-term organisational issues and how these might affect the achievement of team and unit goals • Accommodate and respond with initiative to changing priorities and operating environments	Intermediate
	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	Advanced

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Capability group/sets	Capability name	Behavioural indicators	Level
		demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria	
Business Enablers	**Project Management** Understand and apply effective planning, coordination and control methods	• Understand all components of the project management process, including the need to consider change management to realise 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 • Identify and consult stakeholders to inform the project strategy • Communicate the project's objectives and its expected benefits • Monitor the completion of project milestones against goals and take necessary action • Evaluate progress and identify improvements to inform future projects	Adept
People Management	**Manage and Develop People** Engage and motivate staff, and develop capability and potential in others	• 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 influences of bias when managing team members • Seek feedback on own management capabilities and develop strategies to address any gaps • Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way • Monitor and report on team performance in line with established performance development frameworks	Adept

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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**
Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	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
Relationships	Work Collaboratively	Collaborate with others and value their contribution	Intermediate
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Intermediate
Results	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	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	Intermediate

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