# Role Description

# Associate, Policy

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| **Role Description Fields** | **Details** |
| **Cluster** | **Premier and Cabinet** |
| **Department/Agency** | **The Cabinet Office** |
| **Division/Branch/Unit** | **Policy Group** |
| **Role number** | **Various** |
| **Classification/Grade/Band** | **Clerk Grade 7/8** |
| **Senior executive work level standards** | **Not Applicable** |
| **ANZSCO Code** | **224412** |
| **PCAT Code** | **2119192** |
| **Date of Approval** | **October 2022** |
| **Agency Website** | [**https://www.nsw.gov.au/the-cabinet-office**](https://www.nsw.gov.au/the-cabinet-office) |

## Agency overview

The Cabinet Office and Premier’s Department commenced operations on 1 July 2023 as separate but complementary agencies at the centre of government, replacing the Department of Premier and Cabinet.

**Leading policy, strategy and integrity from the heart of government.**

The Cabinet Office:

* leads and coordinates strategy and policy across government, including driving action on the Government’s key priorities
* provides expert independent policy, legal and governance advice to the Premier and Cabinet, including on National Cabinet matters
* upholds Cabinet conventions and provides stewardship of the NSW Cabinet system to support good decision-making.

For more information go to <https://www.nsw.gov.au/the-cabinet-office>

## Primary purpose of the role

Undertake policy or project work to inform policy directions, facilitate service delivery reforms or major initiatives and provide well researched and sound options on which the Department can rely for effective decision making or delivery.

## Key accountabilities

* Develop, evaluate and report on a range of approaches and initiatives to support the Department in meeting its commitments in respect to the Government’s public policy program, delivery on state significant projects or service delivery reform.
* Review Cabinet proposals, project submissions or proposed initiatives, including facilitating consultation with relevant stakeholders, to develop recommendations in relation to the soundness and feasibility of proposals, submissions or initiatives.
* Analyse and prepare papers for various committees or meetings on policy issues, including cross-portfolio and inter-governmental matters, and undertake consultations to develop proposals and approaches and prepare advice for the Director. Ensure papers are compliant with required standards of quality, accuracy and presentation protocols, to accurately and persuasively represent proposed policy positions.
* Liaise and consult with Parliamentary Counsel, the Ministers’ Offices, across the public sector and with external stakeholders to ensure engagement and effective interface on policy, project or program development.
* Develop, review and edit draft responses to departmental and ministerial correspondence and briefings ensuring key issues are addressed, the information is factual, accurate and succinct, and the NSW policy position is properly represented.
* Contribute to the scoping and preparation of project plans including the development of briefs, identification of key stakeholders and interest groups, identification of the required physical resources, key milestone reporting and the evaluation methodology.
* Work as an integral team member including coaching team members, fostering effective communication, information exchange and cooperative work arrangements across the Branch, Group and DPC.

## Key challenges

* Complete the work required by providing well-researched and balanced advice, giving close attention to project timetables and milestones, and organising work to meet deadlines which are often changing and unpredictable.

## Key relationships

**Internal**

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| Who | Why |
| Director/ Executive Director | * Report on and provide recommendations on the soundness and feasibility of proposals or initiatives in respect to the Government’s public policy program, delivery on state significant projects or service delivery reform. |
| Work team | * Maintain effective working relationships to ensure collaboration and communication to facilitate a consolidated approach. |

**External**

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| Who | Why |
| Parliamentary Counsel, Ministers’ Offices, public sector agencies and other external stakeholders. | * Develop and maintain effective working relationships to ensure engagement and effective interface on policy, project or program development. |

## Role dimensions

### Decision making

The Associate receives advice and support from the supervisor, while managing the day to day workload independently within agreed work and project plans; takes active ownership of their own work and the work of the team; decides the content of briefs and other work for review by the supervisor; and decides the content of advice and information provided to agencies and external stakeholders, liaising with the supervisor when necessary.  
Decisions which are referred to a supervisor include any changes to project outcomes or timeframes, issues with the potential to escalate or create precedent, matters requiring a higher administrative or financial delegation or submission to a higher level of management.  
This role does not have line management responsibilities but is from time to time required to guide staff assigned to assist with policy and project activities.

### Reporting line

The Associate reports to the Associate Director or Director.

### Direct reports

Nil

### Budget/Expenditure

Nil

## Essential requirements

* Experience in developing and implementing service delivery reforms, strategic initiatives or interagency projects.
* Experience in undertaking all aspects of the policy process – research, development, review and evaluation.
* Appropriate tertiary qualifications or equivalent, relevant professional experience and training.

## Key Knowledge and Experience

* This role is targeted. Aboriginal people are encouraged to apply, and greater consideration will be given to suitable Aboriginal applicants to improve access to employment and career opportunities. Aboriginal applicants must demonstrate Aboriginality as part of the application process.

## 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 | **Act with Integrity**  Be ethical and professional, and uphold and promote the public sector values | Represent the organisation in an honest, ethical and professional way  Support a culture of integrity and professionalism  Understand and help others to recognise their obligations to comply with legislation, policies, guidelines and codes of conduct  Recognise and report misconduct and illegal and inappropriate behaviour  Report and manage apparent conflicts of interest and encourage others to do so | Intermediate |
| relationships | **Communicate Effectively**  Communicate clearly, actively listen to others, and respond with understanding and respect | Tailor communication to diverse audiences  Clearly explain complex concepts and arguments to individuals and groups  Create opportunities for others to be heard, listen attentively and encourage them to express their views  Share information across teams and units to enable informed decision making  Write fluently in plain English and in a range of styles and formats  Use contemporary communication channels to share information, engage and interact with diverse audiences | Adept |
| relationships | **Work Collaboratively**  Collaborate with others and value their contribution | Build a supportive and cooperative team environment  Share information and learning across teams  Acknowledge outcomes that were achieved by effective collaboration  Engage other teams and units to share information and jointly solve issues and problems  Support others in challenging situations  Use collaboration tools, including digital technologies, to work with others | Intermediate |
| relationships | **Influence and Negotiate**  Gain consensus and commitment from others, and resolve issues and conflicts | Use facts, knowledge and experience to support recommendations  Work towards positive and mutually satisfactory outcomes  Identify and resolve issues in discussion with other staff and stakeholders  Identify others’ concerns and expectations  Respond constructively to conflict and disagreements and be open to compromise  Keep discussions focused on the key issues | Intermediate |
| results | **Think and Solve Problems**  Think, analyse and consider the broader context to develop practical solutions | Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence  Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience  Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience  Seek contributions and ideas from people with diverse backgrounds and experience  Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness  Identify and share business process improvements to enhance effectiveness | Adept |
| business-enablers | **Project Management**  Understand and apply effective planning, coordination and control methods | Perform basic research and analysis to inform and support the achievement of project deliverables  Contribute to developing project documentation and resource estimates  Contribute to reviews of progress, outcomes and future improvements  Identify and escalate possible variances from project plans | Intermediate |

## 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 | Display Resilience and Courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Intermediate |
| personal-attributes | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| personal-attributes | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Intermediate |
| relationships | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Intermediate |
| results | Deliver Results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Foundational |
| results | Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Intermediate |
| results | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Intermediate |
| business-enablers | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Foundational |
| business-enablers | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Intermediate |
| business-enablers | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Foundational |