Role Description
Manager Policy

Cluster	Stronger Communities
Department/Agency	NSW State Emergency Service
Division/Branch/Unit	Corporate Services
Location	State Headquarters
Classification/Grade/Band	Clerk Grade 9/10
ANZSCO Code	132411
Role Number	52015683
PCAT Code	2221311
Date of Approval	September 2019
Agency Website	www.ses.nsw.gov.au

Agency overview

Our Mission: NSW SES saving lives and creating safer communities.

Our Vision: A trusted volunteer-based emergency service, working together to deliver excellence in community preparedness and emergency response.

The NSW State Emergency Service (NSW SES) is an emergency and rescue service made up almost entirely of volunteers and supported by a small staff contingent. NSW SES is a key influencer of other emergency service agencies and works closely with these partners to modernise and grow volunteering to save lives and protect communities

While major responsibilities are for flood, storm operations and tsunamis, the NSW SES also provides the majority of general rescue effort in the rural parts of the state. This includes road accident rescue, vertical rescue, bush search and rescue, evidence searches (both metropolitan and rural), other forms of specialist rescue that may be required due to local threats, Urban Search and Rescue and Community First Response.

Primary Purpose of the role

The Manager Policy leads, manages and coordinates the development of policy initiatives that support Agency and/or Government commitments. The role oversees the governance of the policy and doctrine frameworks.

Key accountabilities

- Prioritise the development of doctrine based the identified organisational policy and doctrine hierarchy

- Conduct relevant research, analysis and review of complex policy matters, identifying emerging issues, developing evidence based options, and recommended solutions to resolve problems and mitigate risks

- Provide expert policy advice and information to relevant stakeholders to facilitate the appropriate interpretation and implementation of policies and support Agency and/or Government policy initiatives

- Build and maintain relationships with key stakeholders, facilitating engagement in, and contribution to, the identification and development of solutions to inform policy decision making

- Monitor, evaluate and report on the development and/or implementation of policies to identify issues and ensure the achievement of desired outcomes

- Lead a team to develop and implement policy and doctrine within the NSW SES, including mentoring and guiding policy officers and support staff, ensuring compliance with governance and quality requirements to successfully deliver policy priorities and initiatives

- Prepare correspondence, reports, publications, and briefs, that are informative and aligned with agency requirements and document management systems, to respond to agency and/or Government requests

- Lead, manage and plan to ensure effective and compliant utilisation of assets and resources (includes encouraging and supporting mobility, responsibility for budget/financial performance, and compliance with governance, work health & safety and other requirements).

Key challenges

- Influence and negotiate outcomes to enhance policy maturity across the agency

- Delivering policy initiatives and projects to the required standards and timeframes, given the need to rapidly understand and integrate information and adapt in an often changing and unpredictable environment

Key relationships

Who	Why
Internal	
Senior Manager Governance and Policy	- Report and provide advice on policy and project strategies - Identify emerging issues/risks and their implications, and propose solutions - Receive guidance and provide regular updates on key projects issues and priorities
Directors/Zone Commanders/Managers	Work in collaboration with others to support the ongoing objectives within the service.
Stakeholders	- Provide expert advice on policy issues - Report and provide updates on policy proposals - Consult and collaborate to define mutual interests and determine strategies to achieve their realisation
Work Team	- Maintain effective working relationships to ensure collaboration and performance outcomes are achieved - Manage, mentor and determine day-to-day work priorities

Who	Why
External	
External agencies	• Provide and seek advice around policy, project and governance processes.

Role dimensions

Decision making

This role will have autonomy in decisions relating to content of reports, submissions, correspondence and briefs, with limited direction from the Senior Manager. This role will consider and determine the content of advice and information provided to the Senior Manager relating to Governance & Policy Development.

Reporting line

This role reports directly to Senior Manager Governance & Policy

Direct reports

This role has 2 direct reports;

Planning and Research Officer x 3

Budget/Expenditure

Salary: $325,218

Essential requirements

- High level skills and experience in policy writing, data and research analysis, critical thinking and the practical implementation of organisational policy and operational doctrine
- Thorough knowledge of AIIMS principles and processes, and/or willingness to obtain competence within 12 months

You may be required to participate in activities to support the agency during operational or emergency responses at NSW SES locations in the state, where the requirements are within the scope of your skills, knowledge and capabilities. You may also be required to participate in an on-call roster.

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

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.

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NSW Public Sector Capability Framework		
Capability Group	**Capability Name**	**Level**
Personal Attributes	**Display Resilience and Courage**	**Adept**
	Act with Integrity	**Adept**
	Manage Self	Intermediate
	Value Diversity and Inclusion	Intermediate
Relationships	**Communicate Effectively**	**Advanced**
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	Influence and Negotiate	**Intermediate**
Results	**Deliver Results**	**Adept**
	Plan and Prioritise	Adept
	Think and Solve Problems	**Advanced**
	Demonstrate Accountability	Intermediate
Business Enablers	Finance	Intermediate
	Technology	Intermediate
	Procurement and Contract Management	Intermediate
	Project Management	**Adept**
People Management	**Manage and Develop People**	**Adept**
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Intermediate

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.

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NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Adept	• Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback and advice • Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately • Raise and work through challenging issues and seek alternatives • Remain composed and calm under pressure and in challenging situations
Personal Attributes Act with Integrity	Adept	• Represent the organisation in an honest, ethical and professional way and encourage others to do so • Act professionally and support a culture of integrity • Identify and explain ethical issues and set an example for others to follow • Ensure that others are aware of and understand the legislation and policy framework within which they operate • Act to prevent and report misconduct and illegal and inappropriate behaviour
Relationships Communicate Effectively	Advanced	• 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
Relationships Influence and Negotiate	Intermediate	• 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
Results Deliver Results	Adept	• Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Make sure staff understand expected goals and acknowledge staff success in achieving these

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• Identify resource needs and ensure goals are achieved within set budgets and deadlines • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the allocation of resources meets new business needs • Ensure that the financial implications of changed priorities are explicit and budgeted for
Results Think and Problem Solve	Advanced	• 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
Business Enablers Project Management	Adept	• 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
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 influences of bias when managing team members

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NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• 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