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| Portfolio | Primary Industries and Regional Development |
| Department | Department of Primary Industries and Regional Development |
| Division/Branch/Unit | NSW Resources  |
| **Location** | Regional NSW |
| **Classification/Grade/Band** | Clerk Grade 11 / 12 |
| **ANZSCO Code** | 132411 |
| **PCAT Code** | 2119192 |
| **Date of Approval** | September 2021 (updated August 2025) |
| **Agency Website** | [www.dpird.nsw.gov.au](http://www.dpird.nsw.gov.au) |

Agency overview

The Department of Primary Industries and Regional Development (DPIRD) is the department dedicated to growing primary industries and supporting regional economic development to deliver long term benefits to the state. Our focus is to protect, support and develop our primary industries, mining sector, and regions.

DPIRD brings together Agriculture; Biosecurity; Forestry and Fishing; Local Land Services; NSW Resources; Regional Development and Delivery; the Regional Growth NSW Development Corporation; NSW Public Works and Soil Conservation Service.

We have nearly 5,000 employees, with almost 80 per cent of us living and working in regional NSW.

NSW Resources is responsible for supporting and growing safe and sustainable exploration and mining in NSW. NSW Resources sets the strategic policy for the state’s mineral and petroleum resources, assesses and determines applications for mineral and petroleum titles for exploration activities and extractive uses, provides high-quality geoscientific information to support decision making and investment, and regulates work health and safety and mine rehabilitation to ensure safe and environmentally sustainable mining.

# Primary purpose of the role

The Manager - Policy leads a team responsible for providing high level policy support and advice and managing and coordinating research and analysis to support the development, implementation and review of resources policies and the achievement of Departmental objectives.

# Key accountabilities

* Lead staff in the research and analysis of policy issues, contribute to the development of effective policy solutions and legislative and regulatory reforms that meet the needs of government, community and industry
* Provide expert advice on the strategic direction, issues, trends and policies relating to legislative and policy matters impacting resources and energy issues to support informed decision making and program development
* Identify emerging issues and recommend solutions to resolve problems and mitigate risks that potentially impact the development and implementation of policy solutions
* Forge and maintain effective working partnerships with key industry and government stakeholders, and develop strategies and instruments to support these relationships
* Prepare detailed Cabinet Submissions and advise on Cabinet matters referred from other Ministers within required timeframes
* Contribute to the NSW Resources legislative program, including advising on the drafting of Bills and regulations and managing stakeholder consultation
* Represent the Department in state and national policy forums and negotiations to advise on strategic policy issues and obtain feedback
* Manage conflicting priorities and influence others to ensure the branch’s objectives are met

**Key challenges**

* Providing high level policy advice and astute solutions to the Minister’s Office or Executive in line with the Department’s Corporate Plan and broader government policies, within tight timeframes
* Linking emerging Government policy on resources issues with policy inputs from technical and operational areas in the Department
* Identifying appropriate stakeholders and integrating disparate views, advice and information received to shape effective recommendations to the Director, Executive Director and senior executive

**Key relationships**

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| --- | --- |
| **Who** | **Why** |
| **Internal** |  |
| Director, Policy | * Receive direction and provide progress reports, and technical and strategic advice
* Provide objective and expert advice regarding relevant policy, project and management issues
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| Executive  | * Provide objective and expert advice regarding relevant policy, project and management issues

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| Other managers | * Participate in discussions and decisions regarding priorities and program issues
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| Direct reports | * Establish expectations, set targets, monitor performance and provide effective feedback, coaching and mentoring
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| **External** |  |
| Relevant stakeholders including Minister’s Office, government agencies and industry groups | * Develop and maintain effective working relationships and actively influence others regarding Resources and Geoscience’s position on issues
* Provide briefings and advice on policy and regulatory issues
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**Role dimensions**

**Decision making**

* The role is expected to operate with some level of autonomy, make day to day decisions relating to work priorities and workload management, for themselves and any staff supervised
* The role is accountable for the quality, integrity and accuracy of content of advice provided

## Reporting line

Director Policy and Reform

## Direct reports

Up to 5, dependent on project requirements.

## Budget/Expenditure

Nil

# Key Knowledge and Experience

* Experience in policy development, implementation and review
* Detailed knowledge of the machinery of Government, including Cabinet and legislative processes
* Experience in stakeholder management, including consultation with government agencies and peak industry and community bodies
* Experience and understanding of the legislative process, including development of legislation and supporting instruments

# Essential requirements

* Compliance with pre-employment probity screening is mandatory and a condition of engagement.

# 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**  |
|  | **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 and encourage others to do soAct professionally and support a culture of integrityIdentify and explain ethical issues and set an example for others to followEnsure that others are aware of and understand the legislation and policy framework within which they operateAct to prevent and report misconduct and illegal and inappropriate behaviour | Adept |
|  | **Communicate Effectively**Communicate clearly, actively listen to others, and respond with understanding and respect | Focus on key points and speak in plain EnglishClearly explain and present ideas and argumentsListen to others to gain an understanding and ask appropriate, respectful questionsPromote the use of inclusive language and assist others to adjust where necessaryMonitor own and others’ non-verbal cues and adapt where necessaryWrite and prepare material that is well structured and easy to followCommunicate routine technical information clearly | Intermediate |
| **Work Collaboratively**Collaborate with others and value their contribution | Recognise outcomes achieved through effective collaboration between teamsBuild cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across governmentFacilitate opportunities to engage and collaborate with stakeholders to develop joint solutionsNetwork extensively across government and organisations to increase collaborationEncourage others to use appropriate collaboration approaches and tools, including digital technologies | Advanced |
| **Influence and Negotiate**Gain consensus and commitment from others, and resolve issues and conflicts | Influence others with a fair and considered approach and present persuasive counter-argumentsWork towards mutually beneficial ‘win-win’ outcomesShow sensitivity and understanding in resolving acute and complex conflicts and differencesIdentify key stakeholders and gain their support in advanceEstablish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromiseAnticipate and minimise conflict within the organisation and with external stakeholders | Advanced |
|  | **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 outcomesDrive a culture of achievement and acknowledge input from othersDetermine how outcomes will be measured and guide others on evaluation methodsInvestigate and create opportunities to enhance the achievement of organisational objectivesMake sure others understand that on-time and on-budget results are required and how overall success is definedControl business unit output to ensure government outcomes are achieved within budgetsProgress organisational priorities and ensure that resources are acquired and used effectively | Advanced |
| **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 issuesWork through issues, weigh up alternatives and identify the most effective solutions in collaboration with othersTake account of the wider business context when considering options to resolve issuesExplore a range of possibilities and creative alternatives to contribute to system, process and business improvementsImplement systems and processes that are underpinned by high-quality research and analysisLook for opportunities to design innovative solutions to meet user needs and service demandsEvaluate the performance and effectiveness of services, policies and programs against clear criteria | Advanced |
| **Demonstrate Accountability**Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Assess work outcomes and identify and share learnings to inform future actionsEnsure that own actions and those of others are focused on achieving organisational outcomesExercise delegations responsiblyUnderstand and apply high standards of financial probity with public monies and other resourcesIdentify and implement safe work practices, taking a systematic risk management approach to ensure own and others’ health and safetyConduct and report on quality control auditsIdentify risks to successfully achieving goals, and take appropriate steps to mitigate those risks | Adept |
|  | **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 benefitsPrepare clear project proposals and accurate estimates of required costs and resourcesEstablish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirementsIdentify and evaluate risks associated with the project and develop mitigation strategiesIdentify and consult stakeholders to inform the project strategyCommunicate the project’s objectives and its expected benefitsMonitor the completion of project milestones against goals and take necessary actionEvaluate progress and identify improvements to inform future projects | Adept |
|  | **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 outcomesAdjust performance development processes to meet the diverse abilities and needs of individuals and teamsDevelop work plans that consider capability, strengths and opportunities for developmentBe aware of the influences of bias when managing team membersSeek feedback on own management capabilities and develop strategies to address any gapsAddress and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective wayMonitor and report on team performance in line with established performance development frameworks | Adept |

# 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 |
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| **Capability group/sets** | **Capability name** |  | **Description** | **Level**  |
|  | Display Resilience and Courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | 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 |
|  | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Advanced |
|  | Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
|  | 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 | Adept |
| Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
|  | 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 | Intermediate |
| Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Intermediate |