Role Description
Senior Associate, Policy

Cluster	Department of Premier and Cabinet
Department/Agency	Department of Premier and Cabinet
Division/Branch/Unit	Various
Location	Sydney CBD
Classification/Grade/Band	Clerk Grade 9/10
Kind of Employment	Ongoing and Temporary
ANZSCO Code	224412
Role Number	Various
PCAT Code	2119192
Date of Approval	September 2018
Agency Website	www.dpc.nsw.gov.au

Agency Overview

The NSW Department of Premier and Cabinet (DPC) is the lead central agency in the NSW Government.

We support the Premier and the Special Minister of State, the Cabinet, Ministers and agencies by coordinating policies and services across government. We lead policy development, provide innovative ideas and support Government plans and projects.

Working with us will give you a broad overview in areas such as public policy formulation, public administration and state administrative matters and an opportunity to be involved in a range of state-wide policies, issues and projects.

For more information go to http://www.dpc.nsw.gov.au/about/about_the_department.

Primary purpose of the role

Undertake complex policy or project work to inform policy directions, facilitate service delivery reforms or major initiatives and provide well researched and sound options by identifying emerging issues on which the Department can rely for effective decision making or delivery. Prepare high level advice to the Premier and the executive of the Department of Premier and Cabinet on these matters.

Key accountabilities

- Assume senior responsibility within a team to 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 programs, including the development of team members by coaching and mentoring where appropriate, to deliver 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 the proposals, projects or initiatives.

- Critically analyse and prepare high quality analysis in various forms on policy issues, including cross-portfolio and inter-governmental matters, and undertake consultations and negotiations to develop proposals and approaches and prepare advice for the Premier. Ensure key issues are addressed, the information is factual, accurate and succinct, and the NSW policy position is properly represented.

- Develop and maintain effective working relationships and communications with Parliamentary Counsel, the Minister's Offices, across the public sector, with private sector organisations and with key external stakeholders to facilitate engagement, consultation and negotiation of policy issues or project related work, and facilitate their optimal contribution and engagement.

- Undertake research into current and emerging issues and trends to ensure policy, service delivery reform or major initiatives development and advice is responsive to current environment and contextual factors.

- Review policy, program or project implementation, to ensure consistency with Government objectives by scoping and preparing project plans, development of briefs, identification of stakeholder and interest groups, physical resources, and key milestones. Reporting on outcomes and evaluation methodology.

- Represent the Department's position at Commonwealth and State levels with government departments, non-government organisations, industry, and the community and convene and, as required, lead working parties and advisory committees.

Key challenges

- Provide considered advice and solutions in a high-volume work environment, with competing priorities and deadlines which are often changing and unpredictable.

- Manage internal and external consultations and negotiations on public policy, service delivery reforms or major initiatives issues with a wide range of stakeholders of varying philosophies, technological capacities and interests.

Key relationships

Who	Why
Internal	
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 view.
External	
Parliamentary Counsel, Minister's Offices, public sector agencies, private sector organisations and other external stakeholders	Develop and maintain effective working relationships to facilitate the engagement and input of external stakeholders to facilitate optimal engagement and contribution to policy issues or project related work.

Role dimensions

Decision making

- The Senior Associate receives advice and support from the supervisor, while independently managing the day to day workload within agreed work and project plans; takes active ownership of their own work and the work of the team; decides the format, content and tone of reports, briefs and other work in conjunction with a manager; and decides the scope, content and format of information provided to agencies and external stakeholders, liaising with the manager when necessary.

- Decisions or recommendations which are referred to a manager include any requiring or resulting in significant changes to project outcomes or timeframes; those 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 is likely to have responsibility for managing information gathering, meeting project milestones and deadlines, and facilitating collaborative working arrangements, and may also have line management responsibilities requiring the supervision and guidance of staff assigned to assist with policy and project initiatives and activities.

Reporting line

The Senior Associate reports to the Associate Director or Director.

Essential requirements

- Sound experience in developing and implementing service delivery reforms, strategic initiatives or interagency projects.

- Sound experience in undertaking all aspects of the policy process – research, development, implementation review and evaluation.

- Appropriate tertiary qualifications or equivalent, relevant professional experience and training.

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.

NSW Public Sector Capability Framework		
Capability Group	**Capability Name**	**Level**
Personal Attributes	Display Resilience and Courage	Adept
	Act with Integrity	**Adept**
	Manage Self	Advanced
	Value Diversity	Adept
Relationships	**Communicate Effectively**	**Adept**
	Commit to Customer Service	Adept
	Work Collaboratively	**Adept**
	Influence and Negotiate	**Adept**
Results	Deliver Results	Intermediate
	Plan and Prioritise	Intermediate
	Think and Solve Problems	**Advanced**
	Demonstrate Accountability	Intermediate

NSW Public Sector Capability Framework		
Capability Group	**Capability Name**	**Level**
Business Enablers	Finance	Intermediate
	Technology	Adept
	Procurement and Contract Management	Intermediate
	Project Management	**Adept**

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.

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Personal Attributes Act with Integrity	Adept	• Represent the organisation in an honest, ethical and professional way and encourage others to do so • Demonstrate professionalism to support a culture of integrity within the team/unit • Set an example for others to follow and identify and explain ethical issues • Ensure that others understand the legislation and policy framework within which they operate • Act to prevent and report misconduct, illegal and inappropriate behaviour
Relationships Communicate Effectively	Adept	• Tailor communication to the audience • Clearly explain complex concepts and arguments to individuals and groups • Monitor own and others' non-verbal cues and adapt where necessary • Create opportunities for others to be heard • Actively listen to others and clarify own understanding • Write fluently in a range of styles and formats
Relationships Work Collaboratively	Adept	• Encourage a culture of recognising the value of collaboration • Build co-operation and overcome barriers to information sharing and communication across teams/units • Share lessons learned across teams/units • Identify opportunities to work collaboratively with other teams/ units to solve issues and develop better processes and approaches to work
Relationships Influence and Negotiate	Adept	• Negotiate from an informed and credible position • Lead and facilitate productive discussions with staff and stakeholders • Encourage others to talk, share and debate ideas to achieve a consensus • Recognise and explain the need for compromise

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relations with internal and external stakeholders • Pre-empt and minimise conflict
Results Think and Solve Problems	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 • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements • Implement systems and processes that underpin high quality research and analysis
Business Enablers Project Management	Adept	• Prepare clear project proposals and define scope and goals in measurable terms • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Prepare accurate estimates of costs and resources required for more complex projects • Communicate the project strategy and its expected benefits to others • Monitor the completion of project milestones against goals and initiate amendments where necessary • Evaluate progress and identify improvements to inform future projects