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| **Cluster** | Premier and Cabinet |
| **Agency** | Department of Premier and Cabinet |
| **Division/Branch/Unit** | Strategy and Delivery Group/Economic Branch/Program Evaluation Unit |
| **Role number** | 33769 |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **ANZSCO Code** | 3119115 |
| **PCAT Code** | 224412 |
| **Date of Approval** | October 2020 |
| **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

Lead and manage the delivery of evaluations of Departmental and state significant programs and projects that assist the Department’s priority setting processes. Lead a small team of evaluation specialists to deliver large scale program, project and policy evaluations, develop evaluation methodologies and influence Departmental program and policy design based on evaluation principles.

Key accountabilities

* Lead and manage teams working on evaluation projects and ensure that the methodologies used are rigorous and credible.
* Manage the delivery of program, policy and project evaluations on time and within budget, consistent with good practice and NSW Government Program Evaluation Guidelines.
* Assist departmental policy and program design, proposal and business case development through provision of program and policy design advice based on evaluation principles and NSW Treasury guidelines.
* Provide analysts and other Departmental and external public sector officers with advice in suitable evaluation methods in respect of specific programs, policies and projects.
* Facilitate program logic workshops with program managers, policy officers and other key stakeholders that support a systematic approach to program evaluation for the Department.
* Represent the Department at high level state and national policy forums where evaluation expertise is required to deal with complex issues.
* Manage the performance of staff and the work of project teams, including external consultants, and identify staff capabilities required to enhance evaluation strategies.
* Ensure that evaluations undertaken by both internal and external stakeholders is of high quality, on time and within budget.

Key challenges

* Planning, designing, supervising and undertaking robust evaluations of programs and policies, often given limited technical resources and information bases.
* Developing sound relationships and partnerships with stakeholders and public entities to influence the design of policies and programs.
* Providing considered advice and solutions in a high-volume work environment, with competing priorities and deadlines which are often changing and unpredictable.

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Senior Executives | * Providing plain language explanation of evaluation concepts and findings will promote the use of rigorous evaluation across government, thereby leading to greater efficiency in service provision. |
| Work team | * Providing direction and support to ensure best practice work consistent with government guidelines. |
| Program Managers | * Collaboratively working to ensure accurate input data and rigorous analyses for program evaluation and better program design and delivery (post-evaluation). |
| **External** |  |
| Government, public sector, non-government, industry and community sectors | * Develop and maintain effective working relationships to facilitate the engagement and input of external stakeholders to support the evaluation of Departmental and state significant programs, policies and projects. |

# Role dimensions

## Decision making

Decisions which are made by the role holder include:

* Plans, leads and organises the work of the team to achieve agreed business objectives and performance criteria, within approved work and project plans
* The role has considerable autonomy in undertaking and managing all aspects of the program evaluation process.
* Exercises initiative and make sound judgements, as well providing high level advice relating to the implications of alternative resource allocation options.
* Decisions which are referred to the Director include 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.

## Reporting line

The role reports to the Director.

## Direct reports

Up to five director reports.

## Budget/Expenditure

Financial Delegation: Expenditure limit $50,000

Administrative Delegations Group: D

Key knowledge and experience

* Extensive experience in undertaking and managing program design and development, KPI formulation and evaluation.
* Thorough knowledge of contemporary economic theory, and experience in all aspects of program evaluation planning and delivery.

Essential requirements

Tertiary qualifications in economics, commerce or related disciplines or equivalent knowledge and experience.

# 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 | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** | | **Behavioural indicators** | **Level** |
|  | **Act with Integrity**  Be ethical and professional, and uphold and promote the public sector values | | Model the highest standards of ethical and professional behaviour and reinforce their use  Represent the organisation in an honest, ethical and professional way and set an example for others to follow  Promote a culture of integrity and professionalism within the organisation and in dealings external to government  Monitor ethical practices, standards and systems and reinforce their use  Act promptly on reported breaches of legislation, policies and guidelines | Advanced |
|  | **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 | | Take responsibility for delivering high-quality customer-focused services  Design processes and policies based on the customer’s point of view and needs  Understand and measure what is important to customers  Use data and information to monitor and improve customer service delivery  Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers  Maintain relationships with key customers in area of expertise  Connect and collaborate with relevant customers within the community | Adept |
| **Work Collaboratively**  Collaborate with others and value their contribution | | Encourage a culture that recognises the value of collaboration  Build cooperation and overcome barriers to information sharing and communication across teams and units  Share lessons learned across teams and units  Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work  Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services | Adept |
|  | **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 |
| **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 demands  Evaluate 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 actions  Ensure that own actions and those of others are focused on achieving organisational outcomes  Exercise delegations responsibly  Understand and apply high standards of financial probity with public monies and other resources  Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others’ health and safety  Conduct and report on quality control audits  Identify 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 | | Prepare and review project scope and business cases for projects with multiple interdependencies  Access key subject-matter experts’ knowledge to inform project plans and directions  Design and implement effective stakeholder engagement and communications strategies for all project stages  Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning  Develop effective strategies to remedy variances from project plans and minimise impact  Manage transitions between project stages and ensure that changes are consistent with organisational goals  Participate in governance processes such as project steering groups | Advanced |
|  | | **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 |

# 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** |
|  | 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 |
|  | Influence and Negotiate | | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
|  | 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 | Adept |
| 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 | Advanced |
|  | Inspire Direction and Purpose | | Communicate goals, priorities and vision, and recognise achievements | Intermediate |
| 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 |