# Role Description

# Senior Associate, Policy

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| **Role Description Fields** | **Details** |
| **Cluster** | **Premier and Cabinet** |
| **Department/Agency** | **Premier's Department** |
| **Division/Branch/Unit** | **Delivery & Engagement Group / Emergency Management Branch** |
| **Role number** | **Various** |
| **Classification/Grade/Band** | **Clerk Grade 9/10** |
| **Senior executive work level standards** | **Not Applicable** |
| **ANZSCO Code** | **224412** |
| **PCAT Code** | **2119192** |
| **Date of Approval** | **October 2024** |
| **Agency Website** | [**https://www.nsw.gov.au/premiers-department**](https://www.nsw.gov.au/premiers-department) |

## Agency overview

The Premier’s Department is connecting to deliver from the heart of government.

* Leads the NSW public service by fostering a culture of service and collaboration, promoting strong public sector performance and promoting the voice of Aboriginal people and communities across the sector. ​
* Ensures a whole of government response to urgent issues and crises by coordinating cross-agency responses to support our communities when they need it most. ​​
* Delivers government priorities and election commitments, including complex, multi-agency projects.​

For more information go to <https://www.nsw.gov.au/premiers-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. Preparation of high-level advice to the Premier, Minister for Emergency Services and the executive of the Premier’s Department 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 and Minister for Emergency Services. 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 with a wide range of stakeholders who have varying priorities and interests.

## 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 view. |

**External**

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| Who | Why |
| 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 their manager, 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 their manager when necessary.
* Decisions or recommendations which are referred to a manager include any that require or may result in significant changes to project outcomes or timeframes; those with the potential to 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.

### Direct reports

Nil

### Budget/Expenditure

Nil

## Key knowledge & experience

* Experience or demonstrated capability to manage complex cross-agency coordination and delivery, particularly in emergency management policy reforms.
* Knowledge of the emergency management sector, as well as understanding the machinery of government and departmental and cross-agency processes.
* Extensive understanding of the Emergency Management Sector, Machinery of Government, and interdepartmental/cross-agency processes.
* Sound experience in undertaking all aspects of the policy process – research, development, implementation review and evaluation.

## Essential requirements

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

## 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 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 | Adept |
| 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 | 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 |
| relationships | **Influence and Negotiate**  Gain consensus and commitment from others, and resolve issues and conflicts | 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 diverse perspectives and the need for compromise in negotiating mutually agreed outcomes  Influence others with a fair and considered approach and sound arguments  Show sensitivity and understanding in resolving conflicts and differences  Manage challenging relationships with internal and external stakeholders  Anticipate and minimise conflict | Adept |
| results | **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 |
| business-enablers | **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 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 | 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.

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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 | Adept |
| personal-attributes | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Advanced |
| personal-attributes | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
| relationships | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Adept |
| results | Deliver Results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Intermediate |
| 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 | Intermediate |
| business-enablers | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| business-enablers | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |