

# Role Description

## Associate, Policy

Cluster	Department of Premier and Cabinet
Department/Agency	Department of Premier and Cabinet
Division/Branch/Unit	Commercial and Economic Group
Location	Sydney CBD
Classification/Grade/Band	Clerk Grade 7/8
Kind of Employment	Ongoing and Temporary
ANZSCO Code	224412
Role Number	Various
PCAT Code	2119192
Date of Approval	August 2018
Agency Website	<a href="http://www.dpc.nsw.gov.au">www.dpc.nsw.gov.au</a>

### 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](http://www.dpc.nsw.gov.au/about/about_the_department).

### Primary purpose of the role

Undertake policy or project work to inform policy directions, facilitate service delivery reforms or major initiatives and provide well researched and sound options on which the Department can rely for effective decision making or delivery.

### Key accountabilities

- 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 program, delivery 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 proposals, submissions or initiatives.
- Analyse and prepare papers for various committees or meetings on policy issues, including cross-portfolio and inter-governmental matters, and undertake consultations to develop proposals and approaches and prepare advice for the Director. Ensure papers are compliant with required standards of quality, accuracy and presentation protocols, to accurately and persuasively represent proposed policy positions.

- Liaise and consult with Parliamentary Counsel, the Ministers' Offices, across the public sector and with external stakeholders to ensure engagement and effective interface on policy, project or program development.
- Develop, review and edit draft responses to departmental and ministerial correspondence and briefings ensuring key issues are addressed, the information is factual, accurate and succinct, and the NSW policy position is properly represented.
- Contribute to the scoping and preparation of project plans including the development of briefs, identification of key stakeholders and interest groups, identification of the required physical resources, key milestone reporting and the evaluation methodology.
- Work as an integral team member including coaching team members, fostering effective communication, information exchange and cooperative work arrangements across the Branch, Group and DPC.

## Key challenges

- Complete the work required by providing well-researched and balanced advice, giving close attention to project timetables and milestones, and organising work to meet deadlines which are often changing and unpredictable.

## Key relationships

Who	Why
<b>Internal</b>	
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 approach.
<b>External</b>	
Parliamentary Counsel, Ministers' Offices, public sector agencies and other external stakeholders.	Develop and maintain effective working relationships to ensure engagement and effective interface on policy, project or program development.

## Role dimensions

### Decision making

- The Associate receives advice and support from the supervisor, while managing the day to day workload independently within agreed work and project plans; takes active ownership of their own work and the work of the team; decides the content of briefs and other work for review by the supervisor; and decides the content of advice and information provided to agencies and external stakeholders, liaising with the supervisor when necessary.
- Decisions which are referred to a supervisor include any changes to project outcomes or timeframes, 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.

- This role does not have line management responsibilities but is from time to time required to guide staff assigned to assist with policy and project activities.

## Reporting line

The Associate reports to the Associate Director or Director.

## Essential requirements





- Experience in developing and implementing service delivery reforms, strategic initiatives or interagency projects.
- Experience in undertaking all aspects of the policy process – research, development, 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](http://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	Intermediate
	<b>Act with Integrity</b>	<b>Intermediate</b>
	Manage Self	Adept
	Value Diversity	Intermediate
 Relationships	<b>Communicate Effectively</b>	<b>Adept</b>
	Commit to Customer Service	Intermediate
	<b>Work Collaboratively</b>	<b>Intermediate</b>
	<b>Influence and Negotiate</b>	<b>Intermediate</b>
 Results	Deliver Results	Foundational
	Plan and Prioritise	Intermediate
	<b>Think and Solve Problems</b>	<b>Adept</b>
	Demonstrate Accountability	Intermediate
 Business Enablers	Finance	Foundational
	Technology	Intermediate
	Procurement and Contract Management	Foundational
	<b>Project Management</b>	<b>Intermediate</b>

## 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
<b>Personal Attributes</b> Act with Integrity	Intermediate	<ul style="list-style-type: none"> <li>• Represent the organisation in an honest, ethical and professional way</li> <li>• Support a culture of integrity and professionalism</li> <li>• Understand and follow legislation, rules, policies, guidelines and codes of conduct</li> <li>• Help others to understand their obligations to comply with legislation, rules, policies, guidelines and codes of conduct</li> <li>• Recognise and report misconduct, illegal or inappropriate behaviour</li> <li>• Report and manage apparent conflicts of interest</li> </ul>
<b>Relationships</b> Communicate Effectively	Adept	<ul style="list-style-type: none"> <li>• Tailor communication to the audience</li> <li>• Clearly explain complex concepts and arguments to individuals and groups</li> <li>• Monitor own and others' non-verbal cues and adapt where necessary</li> <li>• Create opportunities for others to be heard</li> <li>• Actively listen to others and clarify own understanding</li> <li>• Write fluently in a range of styles and formats</li> </ul>
<b>Relationships</b> Work Collaboratively	Intermediate	<ul style="list-style-type: none"> <li>• Build a supportive and co-operative team environment</li> <li>• Share information and learning across teams</li> <li>• Acknowledge outcomes which were achieved by effective collaboration</li> <li>• Engage other teams/units to share information and solve issues and problems jointly</li> <li>• Support others in challenging situations</li> </ul>
<b>Relationships</b> Influence and Negotiate	Intermediate	<ul style="list-style-type: none"> <li>• Utilise facts, knowledge and experience to support recommendations</li> <li>• Work towards positive and mutually satisfactory outcomes</li> <li>• Identify and resolve issues in discussion with other staff and stakeholders</li> <li>• Identify others' concerns and expectations</li> <li>• Respond constructively to conflict and disagreements</li> <li>• Keep discussion focused on the key issues</li> </ul>
<b>Results</b> Think and Solve Problems	Adept	<ul style="list-style-type: none"> <li>• Research and analyse information, identify interrelationships and make recommendations based on relevant evidence</li> <li>• Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of options</li> <li>• Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness</li> <li>• Identify and share business process improvements to enhance</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Business Enablers</b> Project Management	Intermediate	effectiveness
		<ul style="list-style-type: none"> <li>• Perform basic research and analysis which others will use to inform project directions</li> <li>• Understand project goals, steps to be undertaken and expected outcomes</li> <li>• Prepare accurate documentation to support cost or resource estimates</li> <li>• Participate and contribute to reviews of progress, outcomes and future improvements</li> <li>• Identify and escalate any possible variance from project plans</li> </ul>