

Role Description

Manager Strategic Coordination and Engagement



Planning,
Industry &
Environment

Cluster	Planning, Industry and Environment
Agency	Environment, Energy & Science
Division/Branch/Unit	Office of the Coordinator-General
Role number	41768
Classification/Grade/Band	Environment Officer Grade 12
ANZSCO Code	511112
PCAT Code	1119192
Date of Approval	August 2020
Agency Website	https://www.dpie.nsw.gov.au

About the Department of Planning, Industry and Environment

Our vision is to create thriving environments, communities and economies for the people of New South Wales. We focus on some of the biggest issues facing our state. We deliver sustainable water resource and environment management, secure our energy supply, oversee our planning system, maximise community benefit from government land and property, and create the conditions for a prosperous state. We strive to be a high-performing, world-class public service organisation that celebrates and reflects the full diversity of the community we serve and seeks to embed Aboriginal cultural awareness and knowledge throughout the department.

Primary purpose of the role

The Manager, Strategic Coordination and Engagement, leads and manages a team to develop, deliver, implement and evaluate a range of high-profile projects and policy initiatives, contributing to critical issues management and strategic planning and supporting the Coordinator-General and senior management to deliver Government and organisational priorities.

Key accountabilities

- Provide leadership to effectively manage a team, within the Office of the Coordinator-General, consistent with statutory responsibilities and the strategic direction of the agency.
- Research, analyse and provide advice on highly complex and potentially sensitive or controversial issues.
- Lead, manage and implement major, complex and high-profile projects and initiatives to deliver to the strategic objectives for the Environment, Energy and Science Group.
- Identify emerging issues and proactively identify strategies for management that reflect government and agency policy and procedures and takes account of socio and political sensitivities.
- Manage stakeholder relationships through effective communication, negotiation and issues management to ensure stakeholders are engaged.

- Develop, establish, monitor and continuously improve protocols and procedures for managing relationships within the Planning, Industry and Environment cluster, and more broadly across key EES stakeholders.
- Represent the agency on various interagency working groups with authority and credibility.

Key challenges

- Managing consultations and negotiations with diverse stakeholders, given the need to balance competing interests and demands which are often changing and unpredictable.
- Providing accurate policy advice and recommendations on a range of complex issues, given the need to understand the problem and formulate responses within short-time frames, often without prior notice.
- Developing innovative initiatives which respond to challenges in the cluster operating environment to support and ensure the Group's capacity to deliver outcomes.

Key relationships

Who	Why
Internal	
Director, Strategic Coordination and Engagement	<ul style="list-style-type: none"> • Provision of advice and preparation of complex/controversial/ sensitive material and related documents for review by management and submission to the Coordinator-General. • Receive direction, guidance and support and exchange information
Direct Reports	<ul style="list-style-type: none"> • Lead, support, manage and provide guidance and advice on all matters related to the team's responsibilities.
Internal Areas	<ul style="list-style-type: none"> • Develop and maintain cooperative and productive working relationships with key internal contacts to achieve a strategic approach to project work.
External	
Cluster agency portfolio	<ul style="list-style-type: none"> • Lead and support projects regarding core Executive related projects, interagency and inter-jurisdictional liaison projects. • Enlist cooperation and commitment from various areas of the organisation, portfolio agencies and cluster partners to contribute to achieving successful project outcomes within time constraints.
External contacts and stakeholders	<ul style="list-style-type: none"> • Develop and maintain cooperative and productive working relationships with key external contacts to achieve a strategic approach to project work, respond to complex enquires regarding the Branch, exchange information and provide advice. • Negotiate and liaise with a variety of stakeholders to enable the timely delivery of business initiatives.

Role dimensions

Decision making

The role is expected to operate with some level of autonomy, makes 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

The role reports to the Director, Strategic Coordination and Engagement.

Direct reports

Direct reports range from 2 to 6.

Budget/Expenditure

As per project/grant allocated.

Key knowledge and experience

Extensive and demonstrated experience, skills and experience in project management including associated budgets and other resources.

Capabilities for the role


The [NSW public sector 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
 Personal Attributes	Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to	<ul style="list-style-type: none">Remain composed and calm and act constructively in highly pressured and unpredictable environmentsGive frank, honest advice in response to strong contrary views	Advanced

	change	<ul style="list-style-type: none"> • Accept criticism of own ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues 	
	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> • 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
	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> • 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
	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> • Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Make sure staff understand expected goals and acknowledge staff success in achieving these • Identify resource needs and ensure goals are achieved within set budgets and deadlines • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the allocation of resources meets new business 	Adept






		<p>needs</p> <ul style="list-style-type: none"> • Ensure that the financial implications of changed priorities are explicit and budgeted for 	
	<p>Think and Solve Problems</p> <p>Think, analyse and consider the broader context to develop practical solutions</p>	<ul style="list-style-type: none"> • 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
 <p>Business Enablers</p>	<p>Project Management</p> <p>Understand and apply effective planning, coordination and control methods</p>	<ul style="list-style-type: none"> • 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
 <p>People Management</p>	<p>Manage and Develop People</p> <p>Engage and motivate staff, and develop capability and potential in others</p>	<ul style="list-style-type: none"> • 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 	Adept

- 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

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
 Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	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	Intermediate
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	Work Collaboratively	Collaborate with others and value their contribution	Adept
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
 Business Enablers	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	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
 People	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
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