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| **Cluster** | Planning, Industry and Environment |
| **Agency** | Environment Protection Authority |
| **Division/Branch/Unit** | Regulatory Policy, Initiatives and Advice |
| **Location** | NSW |
| **Classification/Grade/Band** | Environment Officer Class 11 |
| **Role Number** | TBC |
| **ANZSCO Code** | 531111 |
| **PCAT Code** | 1119192 |
| **Date of Approval** | September 2020 (updated September 2021) |
| **Agency Website** | www.epa.nsw.gov.au |

Agency overview

The NSW Environment Protection Authority (EPA) is the state’s primary environmental regulator. We work to protect our community and the environment as a leader, partner and protector. Our vision is for New South Wales to have a healthy environment, healthy community and healthy business. We believe healthy ecosystems are the foundation for healthy communities, a healthy economy and for enhancing Iiveability.

We lead in protecting our air, waterways, land and the health of the community for the future.

We work with communities, government and business to reduce our impact on the environment.

We hold people and organisations to account through licensing, monitoring, regulation and enforcement.

Primary purpose of the role

Develop and implement strategies, business cases, regulatory frameworks, policies and projects, guidance, and strategic and innovative solutions to improve the EPA’s ability to regulate environmental matters and achieve environmental protection more generally across NSW.

Key accountabilities

* Lead and undertake research, analysis and review of complex environmental issues to develop innovative, evidence-based and strategic solutions which achieve effective environmental outcomes and contribute to the EPA as a credible, accountable and transparent regulator.
* Manage and coordinate strategic policy development by preparing briefings and advice in response to Ministerial and Executive requests on a range of priorities including reform initiatives in regulatory policy, legislative policy and economic policy.
* Review the implementation of policy and policy reforms to assess appropriateness, effectiveness and efficiency and determine the need for corrective action and policy review and inform future planning.
* Prepare high quality and fit-for-purpose correspondence, briefings, reports, and other written material as required, to agreed timeframes, including significant and complex projects and documents.
* Timely and expert communication and consultation with key stakeholders, internal and external, on policy development and implementation.
* Work collaborately across multi-disciplinary project teams involving a range of stakeholders, developing and maintaining cooperative, productive and professional working relationships.
* Represent the EPA on various forums, including internal and external working groups, workshops and conferences; including inter-agency working groups.
* Lead the analysis, review and preparation of tools and guidance that align with overarching policy direction.

Key challenges

* Understanding complex issues including technical content and strategic importance, and maintaining a clear sense of the relationship between the policy requirement, the evidence base, and implementation/operational aspects.
* Ability to translate complex issues, including technical, economic and strategic, into pragmatic policy advice for high level stakeholders (e.g. Minister’s Office, Executive and external stakeholders).
* Delivering policy initiatives and projects to the required standards and timeframes, given the need to rapidly understand and integrate information and adapt in an often changing and unpredictable environment.

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Manager | * Receive advice and instruction on how to achieve objectives. * Identify and escalate issues/risks and their implications and propose solutions. * Provide information, advice, and analysis. |
| Team members | * Collaborate as a member of project teams, exchange information. * Mentor and guide to successfully deliver policy initiatives and projects. |
| EPA managers and staff | * Provide expert policy advice and analysis to achieve agency objectives. * Guide and report on the implementation of policy initiatives and reforms. * Exchange information. |
| **External** |  |
| Stakeholders | * Design and implement stakeholder engagement plans to facilitate appropriate engagement in strategic and regulatory policy development projects. * Contribute to the development of appropriate communication strategies and plans to share information about policies and policy development with the media and the community. * Consult or negotiate about policy issues and policy proposals. * Provide sound and strategic policy advice to achieve agency objectives . |
| Vendors/Service Providers and Consultants | * Communicate service needs and facilitate routine business transactions. * Monitor service delivery in line with agency requirements. |

# Role dimensions

## Decision making

The Principal Policy Officer operates with some level of autonomy within the context of their agreed work plan. The role determines their day to day work priorities for themselves and staff involved in projects they manage. The role makes decisions within limits of delegated authority and is accountable for the delivery of assigned projects on time and at, or below, budget.

The role represents the EPA in cross-agency negotiations and processes, conferences and professional forums and on inter-departmental, inter-governmental and other relevant committees to facilitate the flow of information and respond to and/or identify emerging or other issues.

## Reporting line

Reports to the allocated Manager.

## Direct reports

Nil.

## Budget/Expenditure

Nil.

Key knowledge and experience

* Demonstrated experience in undertaking and leading aspects of the policy development process, including research and analysis to identify policy problems and opportunities, development of policy options, business case development, economic and financial analysis, consultation, implementation, review and evaluation.
* Experience in applying and interpreting economic frameworks (such as cost-benefit analysis, and program and policy evaluation) in policy development and analysis, including business cases.

# 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** |
|  | **Display Resilience and Courage**  Be open and honest, prepared to express your views, and willing to accept and commit to change | | Be flexible, show initiative and respond quickly when situations change  Give frank and honest feedback and advice  Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately  Raise and work through challenging issues and seek alternatives  Remain composed and calm under pressure and in challenging situations | Adept |
|  | **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 |
| **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 |
|  | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | | 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 needs  Ensure that the financial implications of changed priorities are explicit and budgeted for | Adept |
| **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 |
|  | **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.

| COMPLEMENTARY CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Description** | **Level** |
|  | Act with Integrity | | Be ethical and professional, and uphold and promote the public sector values | Advanced |
| 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 |
|  | 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 |
|  | 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 | Intermediate |
|  | Finance | | Understand and apply financial processes to achieve value for money and minimise financial risk | Intermediate |
| 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 | Intermediate |