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| **Cluster** | **Climate Change, Energy, the Environment and Water** |
| **Agency** | **Department of Climate Change, Energy, the Environment and Water** |
| **Division/Branch/Unit** | **Energy Climate Change and Sustainability** |
| **Classification/Grade/Band** | **Clerk Grade 11/12** |
| **Role Number** | **Generic** |
| **ANZSCO Code** | **139999** |
| **PCAT Code** | **1111592** |
| **Date of Approval** | **February 2022 (updated February 2024)** |
| **Agency Website** | **www.dcceew.nsw.gov.au** |

*Ensuring a sustainable NSW through climate change and energy action, water management, environment and heritage conservation and protection.*

# Who we are

The NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW) works to protect the state’s environment and heritage. It leads the way on climate change, driving the sustainable transition to a net zero economy, powered by affordable, reliable, and clean energy.

DCCEEW conserves and protects the state’s natural environment. It manages the NSW national park estate, including its rich and diverse biodiversity and Aboriginal cultural heritage for future generations.

DCCEEW also ensures sustainable management of water resources across the state, to support the environment, communities and industry.

We acknowledge the ongoing custodial responsibilities of the Aboriginal peoples of NSW to care for Country and water and are committed to establishing meaningful partnerships with Aboriginal peoples in the management of the environment.

The Energy, Climate Change and Sustainability (ECCS) Group within the Department of Climate Change, Energy, the Environment and Water focusses on some of the most significant issues facing our state, energy reliability, climate change and emissions reduction. The policies, strategies and programs led by ECCS are a key pillar of NSW economic policy that will bring enduring benefits to our economy, the environment and the people of NSW. Our mission is to accelerate NSW’s transformation to a sustainable future.

Primary purpose of the role

Lead and manage the development, implementation, monitoring, improvement and evaluation of energy, climate change, sustainability, circular economy, climate risk and adaptation and net zero emissions initiatives across either Project or Policy work to achieve strategically aligned outcomes.

# Key accountabilities

* Lead the design and development of policies and projects aligned to government priorities and legislative requirements, including preparing business cases, project plans or policy proposals delivering targeted, audience-focused and evidence-based outcomes with clearly defined success measures.
* Lead all aspects of delivering a portfolio of policies, regulatory reforms or projects, including establishing appropriate governance, managing interdependencies and risks, leveraging resources, meeting reporting requirements and ensuring the policies, reforms or projects are delivered on time, to budget and to quality standards.
* Oversee monitoring, research and evaluation and formulate recommendations to support evidence-based policy or program planning, improvement and strategic decision making to meet the needs of target audiences.
* Develop and positively lead multi-disciplinary policy or program teams, including internal and external policy or project staff, to deliver all key policy / program milestones and outcomes.
* Manage stakeholder relationships throughout the policy / program lifecycle through effective communication, negotiation and issues management to ensure policy or project, program and portfolio objectives are met.
* Provide expert advice and information to stakeholders on emerging policy or project issues and present recommendations to support delivery in line with established plans, budgets, timeframes, policy objectives and other strategic priorities.
* Represent Energy Climate Change and Sustainability Group on a range of forums to influence and provide expert advice on policy or operational activities ensuring consistency with government policy and legislative requirements.
* Positively lead and empower staff by facilitating professional development and productivity to meet agreed delivery and performance outcomes.

Key challenges

* Achieving multiple policy and program objectives within a high volume and evolving work environment and managing competing demands and priorities.
* Managing complex and sensitive consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests to deliver collaborative outcomes.
* Identifying issues and managing interdependencies which threaten the achievement of team and organisational objectives and developing workable solutions for implementation.

Key relationships

| Who | Why |
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| **Internal** |  |
| Director | * Provide expert advice on complex and politically sensitive and controversial issues. * Seek and receive advice and exchange information. * Discuss progress, inform strategy development and contribute to decision making. * Identify emerging issues/risks and their implications and propose solutions. |
| Direct Reports | * Provide leadership, guidance, support and exchange information. * Ensure activity is well planned, delivered on time and to quality standards, customer-focused and aligned to objectives. * Facilitate professional development for team members. |
| Internal Stakeholders | * Collaborate with relevant stakeholders (including other program or policy delivery teams and shared support teams) to enhance the delivery of strategic outcomes by ensuring alignment with customer needs, identifying opportunities to accelerate impact, and leveraging stakeholder relationships. |
| **External** |  |
| External organisations, suppliers and stakeholders | * Prepare and provide accurate advice and guidance to key external stakeholders including local councils, private landowners, state and federal governments, other government agencies, industry, peak bodies, Aboriginal communities, and non-government organisations. * Engage, consult and negotiate on the development, delivery and evaluation of policies or projects. * Identify stakeholder interests, manage expectations, resolve issues and negotiate mutually beneficial courses of action. |

# Role dimensions

## Decision making

The Manager Policy and Programs:

* sets the priorities and deadlines for delivery of policies or programs in consultation with their director
* makes operational decisions to support the development and implementation of projects, policies, strategies and initiatives
* provides policy or project advice, priorities and direction to other policy or project teams.
* maintains effective financial planning and budgetary controls within delegations within the Unit.

## Reporting line

The role reports to the Senior Manager or a Director.

## Direct reports

The role will have 0-7 direct reports.

## Budget/Expenditure

The role has direct responsibility for the management of program budgets of up to $20 million.

Key knowledge and experience

* Superior knowledge of the operational and strategic requirements for the successful delivery of energy, sustainability, circular economy, climate change, resilience, adaptation and/or net zero emissions policies or programs.
* High level experience to develop, implement and monitor strategic and operational plans to deliver complex policies or programs,
* Track record of providing direction and achieving results through positive leadership as part of multidisciplinary and geographically dispersed teams.

## 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 |
| personal-attributes | **Manage Self**  Show drive and motivation, an ability to self-reflect and a commitment to learning | Keep up to date with relevant contemporary knowledge and practices  Look for and take advantage of opportunities to learn new skills and develop strengths  Show commitment to achieving challenging goals  Examine and reflect on own performance  Seek and respond positively to constructive feedback and guidance  Demonstrate and maintain a high level of personal motivation | Adept |
| relationships | **Work Collaboratively**  Collaborate with others and value their contribution | Recognise outcomes achieved through effective collaboration between teams  Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government  Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions  Network extensively across government and organisations to increase collaboration  Encourage others to use appropriate collaboration approaches and tools, including digital technologies | Advanced |
| results | **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 |
| 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 | **Finance**  Understand and apply financial processes to achieve value for money and minimise financial risk | Understand basic financial terminology, policies and processes, including the difference between recurrent and capital spending  Consider financial implications and value for money in making recommendations and decisions  Understand how financial decisions impact the overall financial position  Understand and act on financial audit, reporting and compliance obligations  Display an awareness of financial risk, reputational risk and exposure, and propose solutions to address these | Intermediate |
| 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 |
| people-management | **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.

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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 | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
| relationships | Communicate Effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Adept |
| relationships | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Intermediate |
| relationships | Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
| results | Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Advanced |
| results | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| business-enablers | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Intermediate |
| business-enablers | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
| people-management | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Intermediate |
| people-management | Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Intermediate |
| people-management | Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Intermediate |