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| **Cluster** | Planning, Industry, Environment |
| **Agency** | Department of Planning, Industry, Environment |
| **Division/Branch/Unit** | Water/Water Utilities |
| **Location** | Parramatta |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **ANZSCO Code** | 132411 |
| **PCAT Code** | 2119192 |
| **Date of Approval** | March 2021 |
| **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.

The Water Group leads the NSW Government in providing confidence to communities and stakeholders with the transparent stewardship of water resources, provision of services and reforms that support sustainable and healthy environments, economies and societies across NSW.

**Primary purpose of the role**

Provide high quality and timely policy advice to support and guide the Minister and departmental executives on current and emerging water utility policy issues.

Develop policy options and responses to water utility issues that are effective and efficient, and compatible with Government priorities, through a rigorous policy development process and analyse and review regulatory mechanisms to ensure market settings for the water utilities market are optimised.

# Key accountabilities

* Provide expert advice on water utilities policy and regulatory review to the Manager Policy and Regulatory Reform, Director Water Utilities, departmental executives and Ministers to inform decision making.
* Provide high quality, timely advice on water utilities issues to the Manager Policy and Regulatory Reform and the Director Water Utilities, including identifying and assessing significant emerging issues and contentious matters.
* Provide guidance on the policy, planning, infrastructure and regulatory priorities relevant to the water utility sector and ensure accuracy and timeliness of information.
* Represent the Department and Government effectively, at a senior level, on industry and agency governance bodies and at industry forums and maintain co-operative relationships with internal and external stakeholders.
* Assist the Manager to develop the capacity of the team to deliver high quality policy analysis and advice. Foster teamwork and continuous improvement in performance, and ensure compliance with all relevant policies and practices
* Collaborate with and consult effectively with stakeholders, internal and external to government, at executive and Ministerial level on complex and sensitive issues.

Key challenges

* Dealing with a diverse range of complex policy and conceptual issues regarding the regulation of water utilities, water industry competition, demand management, recycled water, and drought response in order to recommend practical solutions, often within limited time frames.
* Representing the Department consistently and appropriately when dealing with stakeholders, internal and external to government, on complex and sensitive issues.
* Maintaining knowledge of legislative, policy and process requirements relating to the ongoing performance and improvement of water utilities in NSW and exercising fine judgement in a context of rapidly changing priorities and conflicting perspectives.

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Manager, Policy and Regulatory Reform | * Receive guidance and provide regular updates and reports on assigned tasks and provide policy and regulatory advice on escalating issues. * Identify, discuss and plan for emerging issues and negotiate outcomes |
| Director, Water Utilities | * Ensure work is aligned with current priorities * Develop and maintain effective networks to provide and/or seek expert advice, support and assistance in water utility regulation. |
| Chief Operating Officer, Water | * Share and transfer specialist knowledge, expertise and skills with colleagues and stakeholders. * Policy and future directions have a compelling and defendable knowledge base, particularly relating to water regulation. |
| **External** |  |
| Industry and community stakeholders | * Maintain strategic working relationships on water utility regulation matters. * Contribute to Industry working groups. * Provide reporting information. |
| State, Commonwealth and Local Government agencies and stakeholder groups | * Develop and maintain effective working relationships and open channels of communication to facilitate liaison, consultation, engagement and/or participation initiatives. * Convene and as required lead working groups and advisory committees to assist the work of the team. |

# Role dimensions

## Decision making

This role:

* Has a high level of autonomy and is fully accountable for the delivery of work assignments and projects on time and to expectations in terms of quality, deliverables and outcomes.
* Refers to Manager decisions requiring significant change to outcome or timeframes: are likely to escalate or create substantial or contentious precedent or require higher level delegations or decision-making.
* Submits reports, analysis, briefings and other forms of written advice in final format with minimal input required from manager.

## Reporting line

Manager, Policy and Regulatory Reform

## Direct reports

Nil

## Budget/Expenditure

TBA

# 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 |
| **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 |
|  | **Communicate Effectively**  Communicate clearly, actively listen to others, and respond with understanding and respect | | 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 |
| **Commit to Customer Service**  Provide customer-focused services in line with public sector and organisational objectives | | Take responsibility for delivering high-quality customer-focused services  Design processes and policies based on the customer’s point of view and needs  Understand and measure what is important to customers  Use data and information to monitor and improve customer service delivery  Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers  Maintain relationships with key customers in area of expertise  Connect and collaborate with relevant customers within the community | 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 |
| **Demonstrate Accountability**  Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | | Assess work outcomes and identify and share learnings to inform future actions  Ensure that own actions and those of others are focused on achieving organisational outcomes  Exercise delegations responsibly  Understand and apply high standards of financial probity with public monies and other resources  Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others’ health and safety  Conduct and report on quality control audits  Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks | Adept |
|  | **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** |
|  | 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 |
|  | Work Collaboratively | | Collaborate with others and value their contribution | Adept |
| Influence and Negotiate | | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
|  | Deliver Results | | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
| Plan and Prioritise | | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
|  | 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 | Adept |
| Procurement and Contract Management | | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |