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| **Cluster** | Planning, Industry & Environment |
| **Agency** | Department of Planning, Industry & Environment |
| **Division/Branch/Unit** | Water |
| **Location** | Negotiable |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **Role Family *(internal use only)*** | Bespoke / Communication & Engagement/ Lead |
| **ANZSCO Code** | 511112 |
| **PCAT Code** | 1119192 |
| **Date of Approval** | September 2021; (Updated from 16 February 2021, August 2019, July 2017) |
| **Agency Website** | <https://www.dpie.nsw.gov.au> |

Agency overview

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

Lead initiatives under the NSW Aboriginal Water Strategy, native title negotiations and the Commonwealth’s Closing the Gap program to increase rights and access to water for First Nations across NSW and embed Aboriginal cultural values as keys consideration in water management.

# Key accountabilities

* Lead development of key initiatives under the Aboriginal Water Strategy and provide expert advice to Water Group business areas leading on other initiatives under the strategy.
* Manage staff leading the Water Group’s native title negotiations as part of the Cluster’s coordinated approach to these negotiations.
* Provide expert advice to the department and government to inform the NSW government response to the Commonwealth’s Closing the Gap program as it relates to water rights and access and lead the development of a NSW implementation plan for the water target.
* Provide expert advice to ensure First Nations aspirations and community and cultural considerations are incorporated into the development of water management legislation, policies, plans and institutional arrangements.
* Provide expert advice on knowledge sharing of Aboriginal and cultural information across Water staff to improve effectiveness in meeting the needs of Aboriginal stakeholder/communities in water resource management.
* Develop and maintain communication networks for Aboriginal communities and stakeholders to inform the Aboriginal Water Strategy, including managing external contractors as needed.
* Identify and analyse emerging water management issues that may impact Aboriginal communities, including assessing risks and preparing engagement and action plans to inform community and stakeholder perspectives.
* Represent Water at inter-agency and inter-jurisdictional meetings and forums.

Key challenges

* Working across a wide geographic area to clearly and effectively communicate complex concepts and issues, often within tight timeframes, whilst recognising the differing perspectives from stakeholders.
* Maintaining up-to-date knowledge of Water priorities and strategic directions in water reform and planning to best integrate cultural issues and values into the management of NSW water resources.
* Building a high degree of trust with a wide range of stakeholders to encourage and enhance two-way communication.

Key relationships

| Who |  Why |
| --- | --- |
| **Internal** |  |
| Chief Strategy Officer | * The Aboriginal Water Strategy is a key initiative under the NSW Water Strategy and will be the most significant water reform since the environmental water reforms.
* Obtain guidance on the strategic approach to initiatives being undertaken under the role and ensure ongoing Ministerial support.
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| Water Policy Team | * Develop and maintain effective networks to provide and/or seek expert advice, support and assistance in developing initiatives to increase rights and access to water through existing legislation and policy or to develop reforms where needed.
* Share and transfer specialist knowledge, expertise and skills with colleagues and stakeholders.
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| Other Water managers with responsibilities under the Aboriginal Water Strategy | * Collaborate with other managers to achieve reforms.
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| **External** |  |
| Aboriginal community stakeholders and leaders, and industry stakeholders | * Facilitates effective collaboration and engagement between First Nation people, Aboriginal community groups and Water to deliver the role’s responsibilities
* Co-designs specific initiatives under the Aboriginal Water Strategy and Closing the Gap
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| Consultants/contractors | * Liaise and work cooperatively with any consultants and/or contractors engaged to assist in achieving the responsibilities of the role.
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| 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 Group Director and Water.
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# 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 decisions requiring significant change to outcomes or timeframes to Senior Executive where they are likely to escalate or create substantial or contentious precedent or require higher level decision-making.

## Reporting line

Currently Director, Water Policy but transitioning to new Aboriginal Water Program.

## Direct reports

TBC

## Budget/Expenditure

TBC

Essential requirements

* Experience leading development and implementation of initiatives with First Nation peoples.
* Comprehensive understanding of the role of government in water management.
* Intra-state travel requiring periods of being away from home.

# Applicants must be of Aboriginal descent through parentage, identification as being Aboriginal and accepted in the community as such. Aboriginality is a genuine occupational qualification and is authorised under Section 14(d) of the Antidiscrimination Act 1997

# 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**  |
|  | **Display Resilience and Courage**Be open and honest, prepared to express your views, and willing to accept and commit to change | Remain composed and calm and act constructively in highly pressured and unpredictable environmentsGive frank, honest advice in response to strong contrary viewsAccept criticism of own ideas and respond in a thoughtful and considered wayWelcome new challenges and persist in raising and working through novel and difficult issuesDevelop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues | Advanced |
| **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 soAct professionally and support a culture of integrityIdentify and explain ethical issues and set an example for others to followEnsure that others are aware of and understand the legislation and policy framework within which they operateAct to prevent and report misconduct and illegal and inappropriate behaviour | Adept |
| **Value Diversity and Inclusion**Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Encourage and include diverse perspectives in the development of policies and strategiesTake advantage of diverse views and perspectives to develop new approaches to delivering outcomesBuild and monitor a workplace culture that enables diversity and fair and inclusive practicesImplement practices and systems to ensure that individuals can participate to their fullest abilityRecognise the value of individual differences to support broader organisational strategiesAddress non-inclusive behaviours, practices and attitudes within the organisationChampion the business benefits generated by workforce diversity and inclusive practices | Advanced |
|  | **Communicate Effectively**Communicate clearly, actively listen to others, and respond with understanding and respect | Present with credibility, engage diverse audiences and test levels of understandingTranslate technical and complex information clearly and concisely for diverse audiencesCreate opportunities for others to contribute to discussion and debateContribute to and promote information sharing across the organisationManage complex communications that involve understanding and responding to multiple and divergent viewpointsExplore creative ways to engage diverse audiences and communicate informationAdjust style and approach to optimise outcomesWrite fluently and persuasively in plain English and in a range of styles and formats | Advanced |
|  | **Work Collaboratively**Collaborate with others and value their contribution | Encourage a culture that recognises the value of collaborationBuild cooperation and overcome barriers to information sharing and communication across teams and unitsShare lessons learned across teams and unitsIdentify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to workActively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services | Adept |
|  | **Plan and Prioritise**Plan to achieve priority outcomes and respond flexibly to changing circumstances | Consider the future aims and goals of the team, unit and organisation when prioritising own and others’ workInitiate, prioritise, consult on and develop team and unit goals, strategies and plansAnticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responsesEnsure current work plans and activities support and are consistent with organisational change initiativesEvaluate outcomes and adjust future plans accordingly | 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 outcomesMake sure staff understand expected goals and acknowledge staff success in achieving theseIdentify resource needs and ensure goals are achieved within set budgets and deadlinesUse business data to evaluate outcomes and inform continuous improvementIdentify priorities that need to change and ensure the allocation of resources meets new business needsEnsure that the financial implications of changed priorities are explicit and budgeted for | 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 benefitsPrepare clear project proposals and accurate estimates of required costs and resourcesEstablish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirementsIdentify and evaluate risks associated with the project and develop mitigation strategiesIdentify and consult stakeholders to inform the project strategyCommunicate the project’s objectives and its expected benefitsMonitor the completion of project milestones against goals and take necessary actionEvaluate 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 |
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| **Capability group/sets** | **Capability name** |  | **Description** | **Level**  |
|  | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
|  | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Intermediate |
| Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
|  | Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | Adept |
| Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
|  | 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 |